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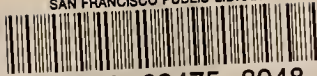
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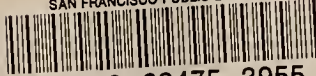
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DOCUMENTS DEPARTMENT

*A Review of Accomplishments in the
San Francisco Public Schools
With Financial and Statistical Summary*

30-27

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Foreword

THE San Francisco Unified School District, now in its 86th year, operates 102 public schools in the city and county of San Francisco, under the jurisdiction of a Board of Education of seven members who are nominated by the Mayor of San Francisco and confirmed by the voters to serve five years, the periods of service generally expiring in different years.

The program operates from kindergarten through junior college levels with eight high schools, one exclusively for girls, ten junior high schools, eighty-two day elementary schools, a day continuation school, a new trades school, and five adult education centers operating each evening during the school year. Included in the day schools are: the Sunshine School for health and orthopedic cases, and the Gough School for the deaf, a diagnostic school and a school for retarded children. On the basis of end of the month enrollment these schools accommodate 79,693 children in a typical year.

Included in the program are classes conducted in the day schools for conservation of sight, correction of speech and the teaching of lip reading. Twenty teachers are assigned to teach home-bound children, temporarily unable to go to school.

The cost of operating these schools in a typical year is \$9,588,723, of which the state of California provides \$4,635,097.55 on the basis of daily average attendance. The balance is made up from taxes on real property in the city of San Francisco.

In the following pages are listed specific improvements which were made in the educational program in a typical year. It will be noted that these improvements affect the instructional program at almost every level.

Additional information upon any specific point of interest to the reader will be made available by writing to this office.



Superintendent of Public Schools.

Class Size Reduced

REDUCTION in the size of classes at kindergarten and elementary levels beginning in October, 1936, may be said to be the most progressive step taken by the Board of Education during the school year to aid in the improvement of classroom instruction during the most formative periods in the life of a child.

Figures made available by the National Educational Research Service in April, 1936, showed that in 35 cities with populations in excess of 100,000, size of kindergarten classes has been reduced in the five-year period from 1930-31 to 1935-36. The median size of kindergarten classes in the cities reporting was 34.6 in 1930 against 31.0 in 1936. Similarly, the size of elementary grades was reduced fractionally in 43 cities reporting showing medians of 36.9 in 1931 against 36.4 in 1936.

Again indicative of the national tendency towards smaller classes was an analysis from the same 43 cities showing that in 1930-31 thirty per cent of the classes were larger than in the previous year and eleven per cent smaller. This condition was reversed nationally in 1935-36 with eighteen per cent of the classes smaller and but two per cent larger. The same report, referring to large cities in California, showed medians at the elementary levels, on an equal basis of comparison, to be 25 in Los Angeles, 31 in San Diego and 32.1 in San Francisco, for the school year 1935-36.

Following a thorough analysis of the problems at the kindergarten and elementary levels, the Superintendent submitted to the Board of Education on September 15, 1936, a memorandum recommending definite reduction in class size from kindergarten through eighth grades housed in elementary school buildings. The members of the Board of Education, after a thorough investigation, expressed a favorable attitude toward the proposed reduction on the following representations:

In the matter of his recommendation, submitted September 15, 1936, for the amendment of the rule of the San Francisco Board of Education relating to the size of classes in the elementary schools, the Superintendent submits the following statement:

For several years there has been a complaint that the pupils in our schools leave school without a working knowledge of fundamentals such as arithmetic, geography, history and especially the foundation principles of the English language including writing, spelling and reading. The public has been patient in excusing lack of preparation in these subjects. But the cost of operating our schools can be justified only by giving the adequate and proper training that the pupils should have and that the public demands.

In addition to training in the so-called fundamentals, teachers are required to give instruction in requirements for good citizenship, physical training, health and hygiene, art, music and guidance in life's interests and duties.

The recommendation to reduce size of classes is made by the Superintendent on his own initiative after discovering the conditions existing in our schools. For the most satisfactory results of the teacher's efforts any class with an enrollment of over thirty is large. To fix the fundamentals in the minds of children, drill work is necessary. In a large class sufficient drill work is impossible.

The teachers of the San Francisco Unified School District have made no complaint to the Superintendent, nor have they made a request for the recommendation herewith submitted.

1. In the elementary schools there are at the present time:
 - a. 155 classes with enrollment of 35 to 36
 - b. 142 classes with enrollment of 37 to 39
 - c. 112 classes with enrollment of 40 to 45
 - d. 16 classes with enrollment of 45 and above
2. In the kindergartens there are:
 - a. 36 classes with enrollment of 35 and above
 - b. 23* classes with enrollment of 40 and above
 - c. 8† classes with enrollment of 45 and above
3.
 - a. In one school the 6A grade has an enrollment of 48
 - b. In one school the 6B grade had an enrollment of 49
 - c. In one school the 7A grade has an enrollment of 49
 - d. In one school the average number of pupils enrolled for all classes is 38

Total number of teachers employed in the schools for year ending in June:

1935.....	2,467	1936.....	2,459
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Total number assigned for fall term of 1936 (to September 1, 1936) : 2,531.

Probable number to be consolidated out in November, 1936:

Consolidations	62
Appointments	28
Consolidations	34

In the school year of 1927-28 under the direction of the Superintendent of Schools and the Board of Education, the present Superintendent made a study of class size and efficiency. A report of this study was submitted to the Superintendent of Schools under date of May 16, 1928. A copy of the report is on file. The report contained a study of size of classes in several large cities of the United States. With this study as a background, the Superintendent feels justified in urgently recommending a reduction in size of classes in the elementary schools of San Francisco. The purpose of the recommendation is to secure greater efficiency in our schools.

Following are quotations from the report on class size and efficiency made in 1928 and referred to above:

(a) 270 school superintendents in cities of 25,000 or more report the satisfactory median in ideal size of classes as follows:

Grades 1, 2, 3.....	31.7	Grades 7, 8, 9.....	30.9
Grades 4, 5, 6.....	32.8	Grades 10, 11, 12.....	25.6

(b) "Angelo Patri, a principal in New York City, states that a teacher cannot teach 50 pupils successfully. A class of 20 is just right. A class of 25 should be the extreme."

(c) Another New York principal states: "The teachers of the grammar grades assert that from 30 to 35 should be the limit for pupils doing work in those grades."

- (d) Large classes are opposed because of
1. Inability to provide for individual differences.
 2. Increased disciplinary problems.
 3. More work on the teacher (preparation, clerical, etc.)

* Included in the 36 classes in "a"

† Included in the 36 classes in "a" and in the 23 classes in "b"

(e) Failure of pupils to obtain the necessary instruction results in great loss to the pupil and great loss in money to the school system. It is impossible to determine the loss to the pupil in discouragement and the sense of failure. The loss in money can be determined.

Estimates of school enrollment indicate that there will be no increase during the present year and probably not for several years to come. It is evident that the school enrollment as estimated in June, 1936, will not be met this year. The result will be that approximately 34 teachers will be consolidated out in November. Therefore, a reduction in class size will not increase the total number of teachers and will not increase the expenses of school operation.

Setting aside all other arguments the main point is that the size of classes should be decreased in the interest of efficient instruction.

The problem before us is: Should teachers be expected merely to care for the children and entertain them in order to relieve mothers at home, or should they be expected to give instruction, *thorough* instruction, as a foundation for children's future needs?

In order to provide efficient instruction in the schools, after due consideration and sincere study, it is the judgment of the Superintendent that class size in the elementary schools should be reduced as stated above.

The new rule governing classification amending the rules in effect since 1927, as approved on September 25, 1936, is as follows:

Kindergartens—Size of Classes and Teacher Allotment

(a) Thirty pupils, as the enrollment exists at the end of the first school month, shall be the basis for classification of a kindergarten class for the school term.

Whenever the average attendance in a class falls below twenty-four pupils, the principal shall report such fact to the Superintendent of Schools.

(b) Whenever the average number of pupils in any kindergarten class reaches forty it may be divided into two sections, both taught by the same teacher, one section to meet in the morning and the other in the afternoon.

Whenever the total enrollment in a kindergarten class reaches a number above sixty a second kindergarten class may be formed with an additional teacher.

A third kindergarten teacher may be appointed upon the Superintendent of Schools presenting reasons therefor and on approval of the Board of Education.

(c) Whenever kindergarten teachers are not teaching classes (if only one section exists in a school) for the remainder of the school day they shall perform such other duties as may be outlined by the principal and approved by the Superintendent.

(d) The total number of teachers, exclusive of principal and vice-principal, assigned to an elementary school (except special schools) for any term shall not be in excess of the summation of:

(1) See paragraphs under Section (b).

(e) Whenever in the opinion of the Superintendent it is advisable to continue classes when the average number falls below the figures set forth in the paragraphs above, he will report such facts to the Board of Education.

Size of Classes and Teacher Allotment—Elementary Schools

First, Second and Third Grades.—Thirty pupils, as the enrollment exists at the end of the first school month, shall be the basis of classification of first, second and third grades for each school term.

Whenever the average attendance in a class falls below twenty-five, the principal shall report the fact to the Superintendent.

Other Elementary Grades.—Thirty-five pupils, as the enrollment exists at the end of the first school month, shall be the basis of classification of all other elementary grades for each school term.

Whenever the average number in a class falls below thirty, the principal shall report the fact to the Superintendent.

The total number of teachers, exclusive of principal and vice-principal, assigned to an elementary school (except special schools) for any term shall not be in excess of the summation of:

(1) The end of the first month's enrollment in the first, second and third grades, divided by thirty.

(2) The end of the first month's enrollment in other elementary grades, divided by thirty-five.

Whenever in the opinion of the Superintendent it is advisable to continue classes when the average number falls below the figures set forth in the paragraphs above, he will report such facts to the Board of Education.

Attendance data made available by the Bureau of Educational Research and Service, separating actual from emergency average daily attendance for a nine-year period, follows:

AVERAGE DAILY ATTENDANCE BY YEARS

Year	Average Daily Attendance	Emergency Attendance	Total Less Emergency
1928-1929.....	71,140	1,230	69,910
1929-1930.....	73,221	1,302	71,919
1930-1931.....	75,557	1,871	73,686
1931-1932.....	77,829	2,302	75,527
1932-1933.....	79,515	3,736	75,779
1933-1934.....	80,659	6,820	73,839
1934-1935.....	73,288	707	72,581
1935-1936.....	73,063	1,521	71,542
1936-1937.....	72,526	1,429	71,097

Attendance Statistics

* (a) San Francisco Enrollment:	Year	Boys	1936-1937 Girls	Total	Difference	
	1935-1936 Totals				Increase	Decrease
Kindergarten.....	5,354	2,596	2,415	5,011		343
Elementary.....	43,268	21,635	19,925	41,560		1,708
Junior High Gr. 7-8.....	7,878	4,380	4,130	8,510	632	
Junior High Gr. 9-10.....	4,324	2,433	2,255	4,688	364	
Senior High.....	18,084	9,188	9,149	18,337	253	
Continuation.....	3,233	1,397	1,850	3,247	14	
Adult Education.....	2,278	444	2,654	3,098	820	
Junior College.....	1,736	1,268	640	1,908	172	
Evening High Schools.....	13,712	10,183	7,742	17,925		787
					2,255	2,838
	104,867	53,524	50,760	104,284		583

* San Francisco Enrollment—All pupils entering a class for the first time during the school year and who have attended no other class of a public school in San Francisco during the school year.

† (b) State Enrollment:	Year	Boys	1936-1937 Girls	Total	Difference	
	1935-1936 Totals				Increase	Decrease
Kindergarten.....	5,273	2,560	2,380	4,940		333
Elementary.....	41,361	20,613	18,960	39,573		1,788
Junior High Gr. 7-8.....	7,642	4,297	4,061	8,358	716	
Junior High Gr. 9-10.....	4,229	2,280	2,093	4,373	144	
Senior High.....	17,732	8,883	8,947	17,830	98	
Continuation.....	3,202	1,396	1,844	3,240	38	
Adult Education.....	2,272	444	2,654	3,098	826	
Junior College.....	1,681	1,268	639	1,907	226	
Evening High.....	18,696	10,178	7,740	17,918		778
					2,048	2,899
	102,038	51,919	49,318	101,237		851

† State Enrollment—All pupils entering a class for the first time during the school year, and who have attended no other class of a public school in the state during the school year.

STATE ENROLLMENT AND AVERAGE DAILY ATTENDANCE

(a) State Enrollment by Years:

	1928-29	1929-30	1930-31	1931-32	1932-33	1933-34	1934-35	1935-36	1936-37
Kindergarten.....	5,685	5,973	6,222	6,096	6,045	5,476	5,265	5,273	4,940
Elementary.....	48,516	48,337	47,295	46,571	44,752	44,081	43,054	41,361	39,573
Junior High.....	8,013	8,067	9,255	11,193	11,688	11,929	11,848	11,871	12,731
Senior High.....	13,547	14,469	15,885	15,726	16,662	16,733	17,402	17,732	17,830
Continuation.....	5,265	4,829	4,022	4,255	3,697	3,619	3,634	3,202	3,240
Evening Elementary.....	3,919	4,190	3,398	2,777	370	335
Evening High.....	16,432	16,729	16,756	16,137	19,129	18,764	19,250	18,696	17,918
Adult Education.....	1,412	2,007	3,027	2,523	3,007	3,007	1,804*	2,272*	3,098*
Junior College.....	1,681	1,907
TOTALS.....	102,789	104,601	105,860	105,278	105,350	103,944	102,257	102,088	101,237

* Number of individuals enrolled during school year, not number of individuals attending each session as in previous years.

ANNUAL ATTENDANCE FIGURES

II (b) Average Daily Attendance by Years:

	1928-29	1929-30	1930-31	1931-32	1932-33	1933-34	1934-35	1935-36	1936-37
Kindergarten.....	2,725	3,001	3,128	3,154	3,204	2,907	2,647	2,518	2,489
Elementary.....	40,891	41,417	40,296	39,619	39,180	38,242	37,298	35,270	33,759
Junior High.....	7,106	7,282	8,533	10,039	10,784	10,960	10,862	10,570	11,564
Senior High.....	11,929	12,996	14,119	14,566	15,082	15,271	15,474	15,769	15,873
Continuation*.....	3,314	3,236	3,500	4,000	3,716	3,555	3,348	3,212	3,036
Evening Elementary†.....	730	727	640	515	105	60
Evening High†.....	3,140	3,147	3,330	3,477	3,557	2,708	2,796	2,725	2,683
Adult Education.....	75	113	140	157	151	136	156	166	198
Emergency Attendance.....	1,230	1,302	1,871	2,302	3,736	6,820	707	1,521	1,429
Junior College.....	1,312	1,495
TOTALS.....	71,140	73,221	75,557	77,829	79,515	80,659	73,288	73,063	72,526

* For comparison with State Report, divide by 4.

† For comparison with State Report, divide by 16/9ths.

I (c) * Average Daily Attendance:

	1935-36	1936-37	Difference	
			Increase	Decrease
Kindergarten.....	2,518	2,489		29
Elementary:				
Actual.....	35,270	33,759		1,511
Emergency.....	1,043	816		227
TOTALS.....	36,313	34,575		1,738
Junior High 7-8.....	6,783	7,512	729	
Junior High 9-10.....	3,787	4,052	265	
Senior High:				
Actual.....	15,769	15,873	104	
Emergency.....	478	613	135	
TOTALS.....	16,247	16,486	239	
Continuation.....	803	759		44
Adult Education.....	145	198	53	
Junior College.....	1,312	1,495	183	
TOTALS, DAY SCHOOLS.....	67,908	67,566		342
Evening High Schools.....	1,533	1,509		24
GRAND TOTALS.....	69,441	69,075		366

The difference in total figures in average daily attendance in Table I-c and Table II-b is caused by the following:

Continuation school is shown as 3,036 in Table II-b, which figure is the actual average number per day attending, whereas the figure 759 in Table I-c is 3,036 converted to regular day school attendance.

Evening High is shown as 2,683 in Table II-b, which figure is actual average evening attendance, whereas the figure 1,509 in Table I-c is converted to a 240-minute day against a 135-minute evening.

* Average Daily Attendance is the average of the number of students present during each day of school.

The Curriculum Program

SINCE the advent of compulsory education, public schools have gradually assumed the added burden and given recognition to the needs of pupils who must remain in school until their eighteenth year and cannot profit by a strictly so-called academic course. To meet these needs a wide variety of courses, including introductory occupational and vocational courses, have been introduced in junior and senior high schools in the twelve-year period between 1925 and 1937.

While there are certain basic subjects which the schools are required by law to teach, and these should always form the center of attention, there are other factors to which the schools have been required to give added consideration, notably the ever changing methods in business and industry and their effect on social and economic conditions. Care must be taken to be certain that changes in school curriculum will not bring about inconsistent policies, wasteful repetition, or situations that make for lack of understanding and loss of time on the part of pupils.

Recognizing the scope and importance of curriculum revision, the Board of Education adopted a resolution, on recommendation of the Superintendent of Schools, appointing a director of the curriculum, effective July 1, 1937.

Named to this position was Miss Edith E. Pence, who has had years of experience as a high school teacher, as a department head, and a vice principal. Miss Pence is known as a leader in educational circles throughout the state. She is a graduate of the University of California, from which she holds a Master of Arts Degree, and attended the Sorbonne University in Paris, the University of Mexico, and the University of Madrid in Spain. The manner in which Miss Pence has approached her assignment guarantees its success. Her immediate objectives are as follows:

An appraisal of the San Francisco Public Schools curriculum (educational policies, and teaching methods and materials, of the elementary, junior high and senior high schools) is being made by the Director of Curriculum with the co-operation of curriculum committees, in terms of current needs and conditions.

An examination is being made of the latest developments in curriculum procedures advocated by educational leaders in order to determine whether these procedures, or modifications of them, will be beneficial for the San Francisco Public Schools.

Special committees are working with the director of curriculum on the methods and materials within the various fields of study at the different school levels with a view to developing the curriculum along lines that will be effective and in keeping with San Francisco's needs.

The following objectives have been set up as the guiding principles for curriculum revision and adjustments:

(1) To have the pupils develop the maximum of skill that their respective abilities will permit in the fundamental "tool subjects" (reading, speaking, writing, spelling and arithmetic).

(2) To enable the pupils to acquire a knowledge and understanding of the social, civic, scientific and cultural developments of the past such as will give the perspective necessary for the formulating of sound judgments concerning present day situations and problems and the developing of an appreciation for present day culture.

(3) By emphasizing the relationships between past developments and present day conditions to acquaint the pupils with modern problems and tie up the subjects studied with life situations through a variety of effective procedures.

(4) To meet the individual needs of pupils (of the more able as well as the less able) by flexibility of methods and procedures within class groups, and by individual guidance.

(5) To establish a satisfactory articulation between the different levels of our school system (elementary, junior high and senior high) so that there will be neither inconsistent policies, nor wasteful repetition, nor gaps that make for lack of understanding and loss of time on the part of pupils.

(6) To develop in the pupils desirable habits, traits of character, and attitudes, such as effective work habits and habits of thought, sound ethical standards, wholesome health habits, satisfactory social and civic attitudes and cultural appreciation.

(7) To equip the pupils with skill and knowledge that will enable them to enter vocational fields with prospects of success.

It is planned to conduct a vocational survey of San Francisco in order to obtain the authentic and comprehensive information needed for the development of all phases of vocational education—vocational courses on the high school level, trade and industrial courses such as are offered in the Samuel Gompers Trades School and terminal vocational courses in the Junior College.

Several types of activities, fostered by the schools and in most instances related to or growing out of curricular activities, give to the pupils wholesome interests to occupy a part of the time following the close of the regular school day. Participation of pupils in such activities is optional but they are encouraged to take advantage of them. Some of these activities are carried on on school premises under the sponsorship of a teacher.

Educators point out that schools today must dedicate themselves to the effective development of the possibilities that lie within each individual child, not as though he were going to live for himself alone but as a member of a great co-operative society in which the welfare of the group is closely identified with the welfare of the individual and is dependent in turn on the intelligent and unselfish contribution of each of its members. The welfare of the individual requires the acquisition and development of that physical, mental and moral equipment that will enable him to meet his life needs and to adjust himself to the variety of situations that he must confront. His obligations as a member of society require that he shall have an understanding of society and its needs and that he shall appreciate and be willing to assume his responsibilities as a member of the social group.

Although the school is not the sole agency responsible for the satisfactory development of the citizens of our democracy, still this public institution occupies a strategic position in the lives of the young people of America and through its program must make a sound and significant contribution to their welfare and that of the nation.

The curriculum of the public schools seeks to provide for the physical well being of the young people through a systematic health program. Physical examinations are followed by a program of varied physical exercises and sports for the large majority of pupils. For those who show physical defects or limitations there are corrective or restricted exercises and, in some cases, periods of rest. A program of health education includes personal and social hygiene, safety and first aid, and community hygiene. Healthful living is the objective of this program. Standards of good sportsmanship and co-operation in sports constitute a valuable social contribution. The carry-over from the school program of sports and games into leisure time activities is significant for the future as well as for the present welfare of a large group of young people.

An important phase of the curriculum is that group-of class activities, extending from the primary grades through the high school, that enable the pupils to acquire and to develop, each to the extent of his ability, the "tool subjects" or fundamental skills that are so necessary for success in the normal pursuits of life. Dr. Dexter, Superintendent of Public Instruction for California, has recently re-emphasized the responsibility of the schools for "placing the child in command of the tools of knowledge." Superintendent DeWitt S. Morgan of Indianapolis has said: "Given a society of individuals who can read understandingly, who can speak effectively, who can write clearly, who can compute accurately, who can interpret facts correctly, who can appraise cause and effect rightly, the social order will go far toward curing itself."

"If progress is to be made; in fact, if civilization is to be maintained, the achievements which have been made in the past must be preserved and utilized," according to the recent report of the Committee on Orientation of the Department of Secondary School Principals of the National Education Association. To be utilized the achievements of the past must be studied and understood. The report referred to above goes on to state: "It is a proper function of the secondary school to acquaint students with the major fields of the racial heritage of experience and culture. Nor is that all. The students should be shown how to make use of the heritage that is theirs." The sound curriculum provides for those studies that will enable the pupils to acquire a knowledge and understanding of the social, economic, scientific and cultural achievements of the past such as will give the foundation and perspective necessary for the formulation of sound judgments concerning present day problems, for the appreciation of present day culture, and for successful participation in present day activities. To make certain that this preparation of the young people for successful citizenship will be effective, the curriculum must include a study of present day problems and life situations, emphasizing the relationships between past developments and the problems that confront mankind today. President Sproul of the University of California has said: "Since change is inevitable, social machinery must be adjusted. But it makes all the difference in the world whether these adjustments are made by men who understand the machine or by charlatans with little or no knowledge of the trials and errors of the past, whose only tools are promises and platitudes."

To broaden the cultural horizon in ways that will enrich the lives of America's citizens not only is the foundation laid and opportunity given for developing an understanding and appreciation of art, music and literature but the curriculum gives opportunity for the development in these arts of whatever talent lies within the pupils. The encouragement of self expression through the arts is not limited to those individuals who possess outstanding talent or genius. The enjoyment that comes from creating something, even in a simple way, is the goal rather than artistic achievement, except for those whose talents and interests make the achievement of high technical standards a possibility. For these, opportunity is given for extensive development and use of their talents.

The moral fibre of her citizens is of paramount importance for the success of America's democracy. The development of wholesome, effective habits of thought and action and the building of strong character must be results of every phase of school activity whether designated as curricular or extra-curricular. Happiness is a legitimate goal in life and there is no more genuine happiness than that which comes from finding one's self in possession of that physical, mental and moral equipment that makes one adequate in meeting life's problems. The school must assist each pupil to develop this equipment for himself to the maximum of his possibilities. To quote again from Superintendent DeWitt Morgan, "Character, citizenship and social order are built upon quality of individuals." The welfare of the individual and society go hand in hand and the school must make its maximum contribution to the common good.

Counseling Service Expanded

WHY is counseling needed in the public schools? Thirty years ago this special service was relatively unknown. What has prompted its growth in importance in the period since the world war?

As a result of the increasingly complex social and economic order, individuals require assistance and guidance through the "maze." Mature and experienced people confess that they have difficulty in "finding their way around." Even Calvin Coolidge was reported to have said that he was geared for the "horse and buggy age."

Counseling has always been a proper function of the schools. However, not until recent years have educators realized fully the necessity of special training for this work and the importance of an accumulation of objective data regarding the physical and mental health of the child, together with the facts concerning his social background, his recreational activities, his vocational interests and his aptitudes.

The teacher selected for a position as a counselor is one with unusual ability as a teacher and who inspires the interest and confidence of the children with whom he works. He has had a broad general education, with definite experience or training in business or industry. With a limited amount of time available for this work, he studies the ability, record and interest of each pupil in order to properly aid in the plan for selecting subjects and courses. This advice and direction saves much waste on the part of the pupil in making sure that he takes the courses which definitely prepare him for the occupation which he wishes to enter. The counselor has available information not only in regard to the preliminary training needed for entrance to college and university but information regarding occupations to which or from which the student should be directed. Many of the failures in life are due to the fact that a student gets into a business for which he is not well fitted. The better guidance a student has, the more certain will be his success in work for which he is naturally adapted and adequately prepared. During the past twenty years there has been a rapid expansion of guidance programs in many cities throughout the United States.

In 1931, San Francisco made its first move in this direction by establishing counselors in the senior high schools. A few years later the number was increased to provide one counseling period per day for each two hundred pupils enrolled. The depression was responsible for handicapping the program of guidance by increasing the teaching load of all teachers including the counselors.

In 1935, counselors were provided in the junior high schools in San Francisco on a similar basis to the senior high schools. In July, 1937, the Board of Education elected Charles A. Simonds, formerly principal of the Aptos Junior High School, as Director of Counseling for the junior and senior high schools. The purpose in establishing this office was to secure coordination in the work of the counselors in the various schools and to provide for unification and central office direction of the counseling program. Mr. Simonds entered the San Francisco Public Schools in 1923 as a teacher in Polytechnic High School. He became principal of the John Swett Junior High School in 1926. He is a native of Cresco, Iowa, a graduate of the Upper Iowa University, the New York University, where he held the Gould fellowship and obtained the degree of master of pedagogy, and attended the University of California.

In a companion field, that of coordinator of apprentice training, Superintendent Nourse named Robert J. Stoffer, vice principal of Horace Mann Junior High School. Mr. Stoffer learned and worked at a trade as a sheet metal worker and is well known in labor circles. He entered the school department in 1925 as a teacher at Presidio Junior High School and later at the High School of Commerce. He was later made vice principal of Horace Mann. He is a graduate of San Francisco State College and is working toward a master's degree at Stanford University.

During the past three years, the Children's Council of the Community Chest has had a committee at work under the chairmanship of Charles de Young Elkus to formulate a plan for improving the program of the community agencies in child adjustment. In August, 1937, the committee published its report on Community Plan for Child Welfare, a portion of which (pages 38 to 58 inclusive) deals with the health and guidance programs in the public schools. The very thoughtful and constructive suggestions contained in the report are receiving careful consideration on the part of the school authorities.

One immediate development is the increased use by the counselors of community agencies for child adjustment. With the cooperation of the school and other interested organizations, much progress should be made in child welfare.

In order to secure a more adequate counseling and guidance program, changes in two directions are needed—an increase of personnel and in time allotment for counseling purposes, and a reorganization of existing guidance agencies for the purpose of better coordination.

The first item, increase of personnel, was specifically recommended in the Report of the Committee on Community Plan for Child Welfare, issued by the Children's Council of the Community Chest in August, 1937. These recommendations may be found on page 38 of the printed report.

Guidance of the pupil in leisure (play), educational, social, personal and vocational matters should begin in a more or less incidental way in the elementary grades, gradually expanding in emphasis as he enters the secondary schools, with the vocational phases reaching a maximum position in the last year of senior high school.

The increase of personnel and in time allotment for counselors is summarized with approximate expenditures as follows:

One assistant director should have charge of health guidance, including the mental and physical hygiene of school children and should promote a program "for the instruction of parents in the increasing seriousness of their obligations concerning the character development of their children and particularly in the handling of behavior problems. (Recommendations 1 and 6 on page 38 of the Report of the Committee on Community Plan and discussion on page 47.)

One assistant should direct vocational guidance and should act as rehabilitation coordinator with the State Bureau of Vocational Rehabilitation. The State Department of Education will pay part of the salary of this official, for one half of the time devoted to rehabilitation work.

One full-time clerk should be supplied to the central guidance office.

Counseling time should be increased in the secondary schools. The present plan allows one period per day of counseling time for each two hundred pupils or major fraction thereof. There should be a definite standard approved, one period of counseling time each day for each one hundred pupils enrolled, double the amount of present practice. In order to reach this standard there should be an increase of teachers as follows:

JUNIOR HIGH SCHOOLS

Name of School	Enrollment	Counseling Periods Recommended	Additional Teachers Required	Additional Cost
Aptos	1279	13	1	\$ 1,800
Everett	1863	19	1½	2,700
Francisco	1343	13	1	1,800
Horace Mann	1296	13	1	1,800
James Lick	659	7	½	900
John Swett	728	7	½	900
Marina	1407	14	1	1,800
Portola	853	9	½	900
Presidio	1489	15	1	1,800
Roosevelt	1192	12	1	1,800
TOTAL			9	\$16,200

SENIOR HIGH SCHOOLS

Name of School	Enrollment	Recommended	Required	Cost
Balboa	3148	32	3	\$ 6,012
Commerce	2570	26	2	4,008
Galileo	2085	21	2	4,008
Girls	1134	11	1	2,004
Lowell	2196	22	1½	3,006
Mission	2683	27	2	4,008
Polytechnic	2500	25	2	4,008
Washington	1855	19	1	2,004
TOTAL			14½	\$29,058

In addition to the above personnel needed for a more adequate counseling program, recommendation three, page 38 of the Report on Community Plan for Child Welfare calls for ungraded classes in the junior high schools. Ten such classes, one for each junior high school, would call for ten additional teachers with a minimum salary of \$1,800 each or a total of \$18,000.

Summary of amounts needed for expansion in counseling program:

Central Office Assistants and Clerk.....	\$ 8,800
Additional Counselors in Junior High Schools.....	16,200
Additional Counselors in Senior High Schools.....	29,058
Ten Ungraded Classes—Junior High Schools.....	18,000
TOTAL	\$72,058

The above estimates are for a more comprehensive and a more adequate program. This is a goal toward which we should work. Definite progress toward this end should be made for the year 1938-1939. This increase in counseling would cost a little over one dollar for each child in public schools.

Improvements in First Aid Service

AFTER months of careful study and conference between representatives of the Administrative Staff and the Board of Health, the Board of Education at its Tuesday, August 17 meeting, upon motion of Commissioner William F. Benedict adopted revised rules to govern the care of pupils who are injured or who become ill on the school premises. In submitting his recommendations, which were unanimously adopted as the new regulations, Superintendent Nourse informed the Board that it *would be incumbent upon every teacher and pupil to know precisely where to report should they become ill or injured while in school.*

In co-operation with the American Red Cross classes were established for training teachers to render first care or aid to pupils who become ill on school premises. The principal in each elementary school designated one teacher to become qualified to administer first aid with a minimum of five designated to each junior and senior high school. Since July 1, 1937, every candidate for promotion to a vice principalship has been required to hold a card certifying completion of the advanced course in first aid offered by the Red Cross.

Principals are responsible for designating a member of the faculty to render first aid and to be certain that each teacher and every pupil knows where to go for assistance when ill or injured.

The following procedures are to be followed in cases of illness or accident on the school premises:

1. The principal is the person who has authority to excuse a pupil from school or to arrange for emergency treatment in cases of illness or accident. He should be informed immediately, if possible, of any illness or accident.
2. In cases of emergency when the principal cannot be reached immediately this authority is delegated to the teacher qualified to render aid or the public health nurse assigned by Department of Public Health who should use proper judgment and discretion in the best interest of the pupil. In such emergency actions a full report must be made to the principal as soon as possible.
3. No teacher shall refuse to allow a pupil who complains of illness to see the nurse or principal. If the nurse is on the school premises the pupil should be sent to her.
4. When a pupil, complaining of illness or accident is sent to the qualified teacher or to the nurse, the teacher or nurse shall make out an Illness and Accident Report, including recommendations.
5. If the pupil is to be excluded or excused:
 - a. *The parent should be called by telephone and requested to call for the pupil. A telephone number, either the parent's or a neighbor's, should be on file for every pupil.*
 - b. *If the parent cannot be reached by telephone and the distance to home is not great, a messenger may be sent to get parent. Pupil messenger must have permit on file.*
 - c. *The teacher, nurse, clerk, or janitor may take the pupil home or to the emergency hospital.*
 - d. *A pupil messenger may accompany the sick pupil home or, in minor cases, to the emergency hospital.*
 - e. *An ambulance is to be called only in actual emergencies.*
6. If no one is at home, the pupil shall be sent to an emergency hospital or the nurse or teacher shall remain with the pupil until the parents can be reached.
7. Under no circumstances shall medication be administered by mouth in the school.
8. When in the opinion of the nurse, a pupil presents signs or symptoms of a communicable disease, the nurse shall recommend *immediate exclusion* to the principal, stating her reason.
9. The principal shall have on file a statement from the parents indicating what they wish done with pupils who are injured or who become ill on school premises, when the parents are not at home. If the case is serious the principal shall immediately telephone the circumstances to the office of the Superintendent of Schools.

Health Program Benefits All Pupils

BASIC to any long term intellectual development of children there must be a definite understanding that healthy and happy pupils are first requisites to success in the attainment of progress in any school program. The health program of the San Francisco Public Schools touches the child at every stage of development from the day he enters kindergarten until he is graduated from junior college.

Every teacher at every level of school life is aware of the relationship of healthy children, not only to the ultimate success of the whole child, but to the future development of useful citizens.

In its strictly medical aspects, the health program in the public schools is administered by the Director of Public Health through a physician in charge of the Bureau of Child Hygiene and a staff of physicians assigned to visit schools. In the same manner a group of public health nurses, employed by the Health Department, circulate in the schools at regular hours on stated days.

The program contemplates that every child suffering from an ailment shall be recommended for treatment to his regular medical adviser.

The dental program varies in one respect; corrective dentistry is done through the Board of Health at five centers throughout the city when it is definitely shown that parents are unable to pay for remedial dentistry in cases where delays would mean decay.

In its health development aspects apart from the daily classroom instruction, the program within the schools is administered by the department of physical education, the division of home economics and the philanthropy division of the Parent-Teacher Association.

Direct influences are found in the physical education program; supplying of wholesome food to undernourished children and furnishing suitable clothing to needy children free of cost.

As it operates in actual practice the health program is one designed to teach children health habits at an early age, to discover through physicians the first symptoms of ailments to which special corrective measures should be applied. The program is not confined to remedies suggested by medicine alone. More often it takes the form of supplying clothing to a child, free mid-morning milk to an underfed pupil, or suggesting corrective measures for defective eyesight.

Health teaching begins when the child enters kindergarten. Clean hands are necessary for working and eating. Daily inspection is followed with talks about fresh air, care of teeth and hair. The child learns about health nurses assigned to the schools, school physicians and school dentists. These persons are his friends and he is not afraid when he sees them in school. Children who show signs of incipient tuberculosis, heart ailments or asthma are placed in special health classes where the daily program has several rest periods, during which the child is permitted to sleep, is excused from participation in physical education and is encouraged to take a daily shower. This program is centralized in the Sunshine School, health division, although there are 12 separate classes of 20 pupils each maintained in other schools throughout the city.

Milk is furnished to every pupil in the elementary school during mid-morning recess upon the payment of 20 cents per week, per serving. In addition, children who are unable to pay this amount are also furnished the servings on payments made by outside donors or through funds supplied in the budget of the Department of Public Health. This service was maintained for many years through funds supplied by employees of the San Francisco Municipal government. This fund was exhausted, however, during the year 1936-37. Since that time the Director of

Public Health has given first consideration to the urgency of municipal appropriations for this welfare service. It should be understood that the Board of Education budget is specifically excluded by law from including funds for non-educational purposes; hence the co-operative interest of other agencies in this most vital service.

The philanthropy division of the Parent-Teacher Association which supplies clothing and shoes to needy children is operated exclusively on funds provided by either the Parent-Teacher Association or other outside agencies. The Community Chest has given increased recognition to this service by allocating \$6,000 in cash annually to this worthy work. The Federal government has recognized the philanthropy service as a project and has assigned 20 sewing workers daily to this division since 1935.

This service has been operating in modified form since 1916, in quarters provided by the Board of Education under direct management of the Parent-Teacher Association. Some idea of the extent of this work may be obtained from the annual statement that 9,087 children were aided in one year. A novel feature of the service is that garments furnished are individually made from materials donated by P.-T. A. units in bundle drives. In this manner a child may be receiving continuous aid from this agency without the knowledge of anyone in the school excepting the principal. Its anonymity is one of its principal assets.

The physical education program is motivated in the junior and senior high schools through 35 units where 130 men and women teachers daily inculcate the lessons of physical and health education to the thousands of boys and girls in their charge.

In the elementary schools, the picture is somewhat different. Here hundreds of principals and classroom teachers are co-operating with the central office in carrying out the objectives and activities set forth in courses of study with supplementary directions and materials.

The activities of physical education change gradually from year to year as study, experiment, and the changes of community life itself are reflected in the schools. An account of the activities of the past year would differ little, save in particulars, from that of the year before, yet a marked difference is evident over a period of years. It is probable, however, that in any year the complete picture of the phase of education called physical education could be shown in three panels. The first of these panels would be called the physical education program; the second panel may be termed the extra-curricular or the after school program; the third panel may be called the program of co-operation.

The general objectives of the physical education program are broad enough to include all grades and both sexes. The specific objectives, however, must differ considerably for both age and sex, for the latter more especially in the upper grades.

The statement concerning objectives is true with respect to instruction and activities. Instruction in the main, is given in three major fields—health, physical skills, and character. Activities are divided into formal and informal, the first referring to any drill or exercise, whether on apparatus, in free gymnastics, or in games, for the purpose of physical development or the attainment of better co-ordination with the resultant increased physical efficiency.

The program in the elementary schools during the past year has made improvement along several lines. In all schools an effort has been made, through revision of playing rules in various games, to speed them up so that greater activity may be achieved for all children in limited space and time. There has been a continued growth in folk dancing because of the help of pianists under

the W. P. A. project. Forty-four schools had a weekly program of folk dancing through the sixth grade for both boys and girls.

Posture clubs have been formed in some schools, and both teachers and pupils are becoming more conscious of posture and its problems. Reports of postural deviations to nurses and physical education supervisors have become more numerous. The relation of seats and other school furniture to posture was studied and all possible adjustments made.

Two teachers are assigned for corrective work in fifteen schools and Sunshine School. Instruction periods are twenty minutes in length, with approximately twelve in each class. About 1,200 children receive the benefit of this instruction and special exercise. It would be profitable to extend the system to every elementary school in the city.

In addition to class instruction, other methods have been employed to advantage: demonstrations, collecting pictures, discussions, and original plays, with all work self-directed.

In the junior high school program for boys the enterprise and ingenuity of teachers in improving their work was shown in many ways; some made administrative improvements, others introduced new systems of play, of improved methods for stimulating interest on the part of pupils.

Recognizing the importance of the conservation of eyesight in the whole health program, the Board of Education named Mrs. Ursula D. Murphy supervisor of physically handicapped in August, 1937, to develop the present program.

Two new classes were organized in August, making six conservation of vision classes in San Francisco public schools. These classes are located: 3 in elementary schools, 2 in junior high schools, and 1 in senior high school.

These sight conservation classes are established for the education of children with seriously defective vision who cannot profitably be educated in the regular grades and with regular grade equipment. Pupils are placed in special classes under the guidance of specially trained teachers and special equipment is provided for their use.

These sight conservation classes have many values. They are of value to the pupils with seriously defective vision because they are educated while their eyesight is being saved; they are of value to the pupils with normal vision because the teacher is relieved of the necessity of devoting a disproportionate amount of time to the pupils with defective vision; they are valuable to the school system because the system is relieved of the repeaters who cannot make their grades because of defective vision; and they are of value to the state because it invests in pupils who will be an asset to the community rather than a liability in later life.

Junior College Buildings Under Construction

WHEN the San Francisco Junior College was organized in February, 1935, the San Francisco Board of Education was paying tuition costs to the amount of approximately \$100,000 a year for nearly one thousand residents of San Francisco who were attending junior colleges located outside the bounds of the City and County. The need was urgent for the establishment of a public junior college in San Francisco which would bring its advantages within the range of home environment and within the scope of the individual purses of thousands of young citizens of San Francisco who otherwise would have been deprived of the opportunity and privilege. Its creation was, therefore, greeted with much satisfaction in the community.

The establishment of San Francisco Junior College was authorized by resolution of the San Francisco Board of Education adopted on February 15, 1935. The plan of organization as an integral part of the San Francisco Unified School District was approved by the California State Board of Education.

A. J. Cloud, for many years Chief Deputy Superintendent of Schools, was appointed President of the Junior College and, in due course, a highly qualified faculty chosen.

The college actually started work August, 1935, with an enrollment of more than 1,500 students. Some of these were San Franciscans who had been attending collegiate institutions elsewhere and who welcomed the opportunity to complete their freshman and sophomore work without leaving the city. Some were victims of the depression to whom the college opened the door to higher education, a door which had heretofore been closed to them. Many were students who, for one reason or another, had failed to qualify for entrance to the college or university of their choice and to whom the junior college offered an opportunity to redeem themselves by removing the deficiencies which debarred them. Many others were young men and women who lacked time, money, ability, or inclination to seek a full four-year college course and yet who desired a year or two of further training and equipment beyond the high school level.

The courses of study of the college call for two years of instruction and include work for each type of student, whether he merely is looking forward to a broadening of his experience by two additional years, or whether he wishes to fit himself for upper division and graduate studies in some university. The curriculum offerings include, as well, so-called "completion" or "terminal" courses along specific vocational lines, worked out in co-operation with representatives of union labor, business groups, civic groups, and similar public spirited organizations. These differentiated courses enable the junior college to present a very broad yet practical program which responds to the capacities, interests and talents of the individual student, and, at the same time, meet the needs of society at large, and of the local community in particular.

The semester beginning January, 1936, was marked by a notable extension of the vocational offerings. There was begun at this time a curriculum in "Hotel and Restaurant Management." This venture was undertaken with the full co-operation of the hotel and restaurant industries and has proved to be remarkably successful. It has pioneered the way for the development of other vocational curricula of the technical institute type by which the college plans to meet the needs of its community.

The college is old enough in its third year to begin to see some results. An increasing number of graduates and former students are successfully at work in San Francisco offices and industries.

The reports of the achievements of students who have been transferred to the University of California are also gratifying.

Actual cost of operation of the college for the year 1936-37 was \$291,034.76, a unit cost per student of \$194.73 on the basis of average daily attendance. Other counties outside San Francisco have contributed \$65,083.35 for the payment of tuition of non-resident students attending San Francisco Junior College. The State of California contributed \$125,719.39, the federal government, \$3,796.68; the Department of Public Health reimbursed the Department of Education in the amount of \$2,572.14 as an interdepartmental payment. Against the total costs of operation must be credited \$190,599.42 received from outside sources, making the net cost of the college to taxpayers, \$100,435.34. Against this cost must be considered the offset amount formerly paid by San Francisco to other counties to educate junior college students, prior to the opening of the college here. Any ultimate comparison of costs must take into consideration the annual expense of maintaining a student as a resident on a college campus against the reduced outlay when the young man or woman is permitted to receive the first two years of college education without severing the home ties.

One of the most remarkable achievements of this youthful college has been the organization of a self-governing student body. Despite all handicaps of scattered campuses and broken hours, the students have continuously edited an excellent college newspaper and have developed some twenty-five extra-curricular organizations. Student conduct has been exemplary and student morale of a high order. Faculty and students alike have willingly borne all the burdens of the present because of their confidence in the future.

Immediate concern of the Board of Education is the erection of the central unit building, costing approximately \$700,000, a three-story, reinforced concrete building of terra cotta exterior in new design, set on the highest point on the site, but easily accessible to carlines and campus. The three-story building will stretch 450 feet from north to south, 80 feet above the street level at San Jose Avenue. To the east and upon a sloping terrace will be four companion buildings of one-story design, grouped at artistic angles, forming the centerpiece for a long roadway entrance from the eastern approach. Actual building operations should be begun early in 1938 and the structure ready for occupancy at the beginning of 1939.

The ultimate architectural plan at the Junior College calls for a group of four other buildings on the campus, forming centers for the development of classroom instruction and extra-curricular activities. The four units are: Classroom buildings, library, administration and student union; auditorium and fine arts, gymnasiums and equipment for physical education, including athletic fields.

This institution is a long cry from the "Days of 49" when the Rev. Thomas Douglas, a young man just out of Yale College, opened the door of his one-room tuition school in historic Portsmouth Square. It is an equally long cry from the day in 1850 when the first free public school in the State of California was established in San Francisco.

But San Francisco Junior College represents a goal on the educational path of free public instruction that was charted by pioneer forebears in the romantic days of '49. It is a milestone, leading to the time when this institution will be regarded as foremost of its kind in the United States.

Trade School Answers Community Need

ANOTHER STEP toward recognizing the need for training apprentices in trades and industries was realized in the opening of the first unit of the Samuel Gompers Trades School at 22nd and Bartlett Streets on August 16, 1937. The new three-story building supplants the Humboldt Evening School Technical Department which operated in the old wooden Agassiz Building on the same site, which has been razed. Adjoining land is available for two other units whenever the need becomes apparent. The courses offered in the Gompers Trades School follow closely those which were previously given in the old building. However, the modernized equipment and the inviting workshops in the new building have been reflected in increased registration totaling 1,369 enrollments in the fall term as compared with 769 in the spring 1937 term.

The collapse of the apprentice system in many industrial trades in recent years and the restriction of immigration quotas which has decreased the number of skilled tradesmen coming from the Old World have created a situation which has given national as well as local concern. The remedy suggested is a return to the old system of indentured apprentices in vogue a century ago with auxiliary and supplemental training to be given by trade and technical schools.

By resolution of the Board of Education, all trade, vocational and apprentice training classes are administered from the Samuel Gompers Building, although actual classes are conducted in other sections of the city. Instances are classes for apprentices in painting held in the Hearst Building at Hermann and Fillmore Streets, and the classes in navigation held in the Ferry Building.

The cost of maintaining an instructional program supplementing work done in trades and industries does not fall as heavily on the local taxpayer as other branches of education. Both state and federal governments, anxious to encourage this type of instruction, make large reimbursements to the San Francisco Unified School District on the basis of adults in attendance.

It is estimated that the State of California will contribute \$25,000 and the federal government \$7,500, making a total of \$32,500 of the \$54,642 annual salary roll at the Samuel Gompers Day and Evening Schools.

The school now operates from 1:00 to 5:00 p. m. daily and from 7:00 to 9:00 o'clock each evening, Monday through Friday.

Requirements for admission are as follows: (1) Any boy graduated from a senior high school. (2) Any boy over eighteen years of age. (3) Boys attending high school in the eleventh or twelfth grades or boys in the Continuation School, who receive the recommendation of their respective principals and the Director of Industrial Arts. The principals concerned may excuse boys from 1 to 5 p. m. or 1 to 3 p. m. or 3 to 5 p. m., one to five days per week, to attend Samuel Gompers Trades School. Credit toward high school graduation may be granted to these boys. Attendance is credited for the above mentioned boys to the schools in which they are regularly enrolled.

The subject offerings are as follows: Power station, painting and decorating, metallurgy, steam turbine, drafting and machine mechanics, electricity, welding, Diesel, drafting and architecture, mathematics, steel construction and drafting, architectural drawing, telephone operation, radio, electrical drafting, aviation, offset lithography, plumbing, art metal and jewelry design, wood carving, machine shop, auto shop, navigation, apprentice sheet metal, apprentice painting, steel square, fuels and lubricants, tool and die making.

During morning hours, it is planned that the school will be occupied by students of the San Francisco Junior College for the instruction of pupils enrolled in the engineering courses. The afternoon session from 1 until 5 o'clock is divided into two sections, from 1 to 3 and from 3 to 5 o'clock. High school pupils who receive their academic training during the morning hours attend the Gompers School in the afternoon. Boys not attending regular high schools may attend the afternoon session, provided they have had sufficient basic training to enable them to profit by the type of instruction given in the trades school. High school graduates and adults, who are in need of trade training to enable them to qualify for a position in industry, are also accepted as students. Apprentices who are engaged in a given trade and who are permitted to leave their work and attend the school under the apprentice training agreement, are accepted for training in the school.

The evening session operates from 7 until 9 o'clock and is for both apprentice training classes and trade extension classes. The apprentice training classes are conducted in conjunction with the apprentice training plan for organized trades. Young men between the ages of sixteen and twenty-five years, who are now working at a given trade, such as painting, decorating, paper hanging, plumbing and sheet metal, and whose organized employers' and organized employees' groups have, through their advisory committee, set up an apprentice training agreement under the California Apprentice Training Plan, are trained in the evening school.

The trade extension work is used to supplement the training of adults who are actively engaged in a skilled trade during the daytime and who wish to improve themselves in the evening. Related technical instruction is given as well as the teaching of skills.

Instruction is given in the following trades both afternoon and evening: Electric welding, acetylene welding, aviation, navigation, Diesel engines, tool and die work, body and fender work, industrial electricity, both theory and applied, radio upkeep and repair, mechanical drafting, architectural drafting, applied mathematics, art metal and jewelry work, leveling and surveying, labor economics and social problems.

The new \$200,000 structure of reinforced concrete was projected by the San Francisco Board of Education as a first instructional unit to initiate and supplement instruction in a limited field of crafts with the aid and counsel of journeyman leaders.

The Samuel Gompers Building is designed in the modernistic type of architecture. Through economy of aisle space, the floor area for classrooms is exceedingly large in comparison with standard school construction. The building is of the modern factory type; the floor plan is laid out similar to the letter "T," the stem of the letter housing two identical classrooms on the first and second floors and one large laboratory on the third and fourth floors. The bar of the "T" is divided into laboratories. On the first floor a Diesel engine laboratory operates with representative type of engines, together with the necessary apparatus for determining the efficiency of these motors and analyzing any faults in their operation.

On the ground floor is located a room designed for the instruction in electrical welding. There are ten motor-generator sets of 250-ampere capacity, one 350-ampere direct current arc welder, and two 100-ampere alternating current arc welding machines. The acetylene welding room is well equipped with the most modern type of manifold distribution of the oxygen-acetylene gases, together with the proper regulators and welding and cutting torches. Various types of laboratory apparatus are also available for the inspection and testing of the electric and acetylene welds after the students have performed their work.

The American Society for Metal Testing also conducts a laboratory in conjunction with the trades school for the most scientific investigation of metals for use in industry. This laboratory is equipped with gas and electric furnaces for the heat treating of steel and the various polishing and grinding operations for preparing the specimen for microscopic examination. There are also various machines for the testing of the metal under stress and strain.

On the second floor of the school is located the plumbing and sanitary laboratory. Here the plumbing apprentice and future sanitary engineer receives his training in the most modern apparatus which has been developed for this field.

The steamfitter apprentice also receives instruction in this building. Few people outside those engaged in allied crafts realize the scope in which the steamfitter operates. He is concerned with heating and ventilating, the new field of air conditioning, and refrigeration as applied to both industry and marine work.

The painting, decorating and paper hanging instruction room is also located on the second floor and in this room instruction is given in the artistic side as well as the practical side of these fields.

Aviation instruction is given as a related technical and ground course with a hope that this training may within the near future be tied in with practical flying with the Municipal airport.

Provision has been made for sheet metal and body and fender work in a large room on the second floor and also in the yard where the automobiles can easily be worked upon.

The entire third floor of the building is devoted to industrial electricity and radio. Both theoretical and applied electricity are to be taught. The fourth floor is given over entirely to classroom instruction in related technical work and the drafting room.

An extensive and intensive vocational survey is to be made of San Francisco's commercial and industrial enterprises to further study every occupation where vocational school training can be of assistance in making young men and women more employable.

Salaries Restored to 1930 Levels

THE FISCAL YEAR 1936-37 saw restoration of salaries for members of the San Francisco Public Schools' certificated staff to levels which were in effect in 1930. All salary reductions made in San Francisco because of economic conditions have been restored, with one important exception: amounts lost when the annual increments were "frozen" from 1932 until 1935.

In addition, an increase of \$100 annually was granted to vice-principals with more than four years of service, and \$200 to those with more than nine years, serving in junior high schools and in the Continuation School on the following basis: Vice-principals on the

First to third ratings: \$300 above junior high school teachers' rating.

Fourth to ninth ratings inclusive: \$400 above junior high school teachers' rating.

Tenth to thirteenth ratings: \$500 above junior high school teachers' rating.

The maximum salary obtainable by a junior high school vice-principal, under the rule, is \$3,456 annually.

Included in the 1936-37 budget was \$122,000 for payment of salary increments at all levels up to present maximums. In the 1937-38 budget the sum of \$107,000 was included. After months of sympathetic consideration and study, action was deferred for one year on the application of the Teachers' Central Council to make the annual increment operative at the higher levels of the salary schedule as follows:

412 senior high school teachers who have served more than 14 years in the San Francisco Public Schools would be given an increase from \$3,204 to \$3,300 annually, an increase of \$96.00 each.

160 junior high school teachers who have served more than 12 years would be given an increase from \$2,892 to \$2,976 annually, an increase of \$84.00 each.

730 elementary school teachers who have served more than 13 years would be given an increase from \$2,580 to \$2,736, an increase of \$156.00 each annually.

The cost of such action would have resulted in the following annual increases in the salary budget: First year, \$165,982; second year, \$94,812 additional; third year, \$98,592 additional.

A research bulletin previously issued by the National Education Association ranked San Francisco fourth in a group of fifteen comparable American cities for annual salaries paid to high school teachers. The same study ranked San Francisco sixth in payment of kindergarten teachers, and eighth in payment of elementary teachers.

The method by which the present basic salary schedule in operation in San Francisco was adopted in 1930 has been recognized throughout the nation as an ideal approach to the determination of fair remuneration for teachers. When the need for a new salary schedule became apparent in 1927, the Board of Education called upon a committee of five prominent citizens to draft a proposed salary schedule. The findings of the Citizens' Committee were made the basis of a new salary schedule by the Board of Education in 1930.

The Citizens' Committee recommended a maximum salary for high school teachers at the conclusion of 20 years of service of \$4,056; the schedule adopted attains the maximum of \$3,204

at the end of the twelfth year; the junior high school recommended maximum was \$3,600 at the end of the twentieth year; the schedule adopted provides for \$2,892 at the end of the thirteenth year; the elementary teacher maximum was \$3,072 at the end of the twentieth year; the recommendation adopted provides a maximum of \$2,580 at the end of the twelfth year of service.

Another important phase of the Citizens' Committee report has not been placed in operation. It provided that:

"Recommendation for placement on the seventh, eleventh, fifteenth and eighteenth years of the schedule shall be contingent upon meeting requirements established by the Superintendent of Schools for additional training or experience definitely related to the work of the teacher in the position occupied. No teacher shall be advanced to the seventh, eleventh, fifteenth and eighteenth years of the schedule without the certification of the Superintendent of Schools that the work is satisfactory."

The range of the salary schedule in San Francisco elementary schools is from a \$1,500 minimum during the three-year probationary period to \$2,580 maximum at the end of the fourteenth year of service; at junior high school levels, from \$1,800 at entrance to \$2,892 in the thirteenth year; in the senior high schools, from \$2,004 at entrance to \$3,204 at the conclusion of the twelfth year of service; in the San Francisco Junior College, from \$2,500 to \$3,600 upon conclusion of the thirteenth year of service.

The progressive attitude of the San Francisco Board of Education on the salary question was in line with a national trend toward restoration of salaries concerning which Willard E. Givens, executive secretary of the National Education Association, writes:

"The evidence clearly indicates that during the present school year progress has been made toward restoration and readjustment of salaries. Local groups are studying salary problems; new salary schedules are being proposed and adopted. The past few years have been a period of arrested progress and even retrogression for teachers' salaries, after a decade during which the tangible rewards of teaching, at least in the larger cities, were gradually being raised toward a professional standard. It is important that the present period of salary adjustment be used to think through the whole problem of teachers' salaries. A mere return to 1929 conditions may not be adequate or equitable in 1937."

"Few public questions are more fundamental than the framing of policies on teachers' salaries. The payment of a fair remuneration to teachers is part of the larger national problem of a fair wage for all workers. Teachers constitute an important section of the gainfully employed in the United States; their salaries have an especially significant influence on the national welfare because of the strategic place occupied by education in the further improvement of our American democracy. The economic position of teachers is also important in the recruitment of future members of the profession. It is too much to expect that a sufficient number of young men and women of the highest intellectual and personal qualities will be attracted to a profession which cannot offer them the security, comfort and independence promised by other lines of work."

As a result of the increment restorations, many teachers were advanced on the salary schedule with the distribution of high school teachers according to years of service for the year 1937-38, projected as follows:

DISTRIBUTION OF SALARY LEVELS

Rating	Annual Salary	Number Teachers at Level	Annual Increase	Percentage of Staff at Level
1 to 3	\$2,004	116	000	17.68
4	2,208	14	\$204	2.13
5	2,304	12	96	1.83
6	2,400	18	96	2.74
7	2,604	12	204	1.83
8	2,700	26	96	3.96
9	2,808	22	108	3.35
10	2,904	18	96	2.75
11	3,108	16	204	2.45
12	3,204	402	96	61.28
Total		656		100.00

JUNIOR HIGH SCHOOL TEACHERS' SALARY LEVELS

1 to 3	\$1,800	123	000	29.43
4	1,932	23	\$132	5.50
5	2,016	22	84	5.26
6	2,100	20	84	4.78
7	2,280	12	180	2.87
8	2,364	9	84	2.15
9	2,448	9	84	2.15
10	2,544	10	96	2.39
11	2,712	9	168	2.15
12	2,808	12	96	2.88
13	2,892	169	84	40.44
Total		418		100.00

ELEMENTARY SCHOOL TEACHERS' SALARY LEVELS

1 to 3	\$1,500	102	000	8.29
4	1,680	33	\$180	2.68
5	1,744	55	64	4.47
6	1,836	52	92	4.22
7	1,980	56	144	4.55
8	2,064	51	84	4.14
9	2,136	33	72	2.68
10	2,208	5	72	0.41
11	2,364	21	156	1.71
12	2,436	12	72	0.97
13	2,508	45	72	3.66
14	2,580	739	72	60.03
*15	3,036	* 27	----	2.19
Total		1,231		100.00

* Teaching vice-principals.

Basis of Teacher Selection

THE Charter of the City and County of San Francisco requires that appointments and promotions shall be made by the Board of Education upon the recommendation of the Superintendent of Schools, and that all promotions of teachers shall be based solely on merit.

In making promotions, no point system is in operation in the San Francisco schools, but several qualifications are given consideration. In this respect, San Francisco follows the same system in effect in other large cities in California, with the possible exception of Los Angeles. Among these are:

1. The teachers' collegiate training for the profession.
2. Professional growth after entering the department, as work at colleges and universities in summer sessions, university extension, afternoon and evening sessions, sabbatical leaves, travel, authorship, service on committees, research, affiliation with professional societies, all of which indicate growth in the teaching profession.
3. Length of service and efficiency in this service as reported by principals, supervisors, directors, and deputy superintendents.
4. General characteristics such as optimism, maintenance of ideals, "getting along" with pupils, parents, patrons, fellow workers, and administrators.

Consideration is based upon *satisfactory* rating in the qualifications mentioned above, not upon a probable *rank* in the rating. It would be prejudicial to the best interests of the schools to adopt a system by which appointments would be determined upon the longest period of service, or the greatest number of college units, or the highest degrees. Most important is the final determining factor:

5. Fitness to the particular position to be filled, as indicated by the teacher's adaptability or adjustability to the new position. It is well known that a teacher may succeed in one community and not in another. Therefore, suitability to the school and to its patrons is of the utmost importance.

Selection of teachers in elementary schools has been governed by a rule adopted by the Board of Education many years ago, providing for competitive examinations for teaching positions. These examinations are given approximately every four years and are governed by written and oral examinations. The present list of 280 names was adopted in 1936.

Selection of teachers for junior and senior high schools has been governed by competitive examinations since 1931. The present list, the second since the rule became effective, has been in use since 1934. It expired in May, 1938. More than 1,100 persons competed in a written examination on September 18, 1937, to qualify for places on a new eligible list which became effective in 1938. All appointments in junior and senior high schools are made from subject eligible lists, unless the lists are depleted in the particular field where the vacancy occurs. In such cases, the Superintendent of Schools makes recommendation to the Board of Education for qualified persons who have made application and who have not taken an examination.

The Evening Schools for adults and trades school offer more specialized courses for adults and for persons who are working in the trades during the day. It is therefore necessary in many of the classes to procure instructors who have had trade experience. If there are persons who are on the junior or senior high school eligible lists who are qualified to teach these specialized courses,

they are given first consideration. In case there is no one on the eligible lists available and qualified, the Superintendent of Schools selects instructors who are qualified from among those who have applied for work and who have not taken an examination for appointment into the system. At times it is necessary to seek men, qualified to teach, from the trades.

The president of the San Francisco Junior College is looked to for the selection of instructors for that institution. He makes his recommendations to the Superintendent of Schools, who, if satisfied with the qualifications of the persons selected, recommends appointments to the Board of Education. In this connection it should be pointed out that professional educators, throughout California, speak of the Junior College faculty as the best qualified in the west.

Substitute teachers are appointed, and are given preference, as designated by rules and regulations of the Board of Education, as follows:

RESOLVED: That in the assignment of substitute teachers in the San Francisco Public Schools, the following order be observed:

1. Displaced probationary teachers who have had no assignment to the evening schools and are awaiting re-assignment.
2. Local unemployed teachers whose names appear on the eligible lists for probationary appointments.
3. Work to be equalized among the first 150 on the elementary eligible list; when all of the first 150 are employed the balance of the list shall be given the next choice.
4. Evening school teachers who are not employed during the day, provided that the total monthly earnings as evening school teachers and day substitute teachers shall not exceed the minimum pay in day schools in which the teachers are qualified for appointment.
5. Local unemployed teachers whose names appear on the list supplementary to the eligible lists for probationary appointment.
6. All other qualified local unemployed applicants.

It is understood that the particular qualifications of the teacher and the particular needs of the vacant position shall at all times be given consideration in the assignment of substitute teachers.

It is further understood that in the assignment of these evening school teachers, preference shall be given to those teachers teaching the fewest number of evenings per week.

Regulation of Student Body Funds

AUDITING and supervision of funds subscribed by students in junior and senior high schools in San Francisco for independent student activities is governed by regulations in the State School Code, supplemented by rules of the San Francisco Board of Education. Authority as set forth in the State School Code, Article V, Section 150, is as follows:

“The governing board of every school district of whatsoever kind and class shall have power and it shall be its duty to provide for the supervision and auditing of all funds raised by student bodies or student organizations using the name of the school.”

Rules of the San Francisco Board of Education supplementing the State Law are embodied in the “Manual of Central Student Body and Similar Funds” promulgated in 1935. Opening paragraphs of the manual indicate its purpose as follows:

“There must be a central control in each school for all monies collected and expended in the school for student organizations, classes or activities. This control will be maintained through the faculty banker under the supervision of the school principal and the Board of Education. All funds collected must be deposited with the faculty banker and all expenditures must be made through him after having been authorized by the teacher in charge of the particular activity.

“No funds shall be left in the school over night. To accomplish this end arrangement shall be made with the bank representatives to call for the school deposits during the eighth period. This will permit the acceptance of funds by the faculty banker to and including the seventh period.”

All funds are maintained in a central depository under a faculty adviser in each school and are checked by auditors from the central office annually. This latter audit is contained in the “Summary of Student Body and Similar Funds in San Francisco Public Schools” issued annually, to which students of this subject are referred.

In summary form the last report of the central office accountants showed receipts in all schools, the bulk of which are derived from cafeteria food sales, of \$326,137.83, against total disbursements of \$333,976.82. The deficit incurred by these operations was made up from a reserve fund of \$109,690.67, a balance and reserve carried over from the previous year, leaving a total unexpended reserve of \$101,851.68. The balance in excess of \$100,000 represents in large part “call money” which is earmarked for contractual commitments made during the previous school term for which invoices may not have been presented and for deposits on cabinet movable locks and other equipment held by students, refunds for which are immediately due upon the surrender of the articles held by the students. Represented in these same total reserves are funds to replace cafeteria equipment originally installed by the school district but which must be replaced from revenues derived from cafeteria income. In this connection it will be noted that the first costs are the only costs of cafeteria obligations which the Board of Education is permitted to assume under the law.

Under mandate of the Board of Education, August, 1937, regulations were made to provide a fund to care for high school athletes injured in football games conducted under the auspices of the Academic Athletic Association. The new fund is to be known as a general injured athletes’ fund, and will form a central resource to cover payments for all injuries sustained by football players, payments which were formerly made from the Student Body Funds of the school, upon the presentation of bills for medical services. Again, it will be noted that the Board of Education by reason

of its policy of non-interference with the administration of the Academic Athletic Association, is not responsible for injuries sustained by football players, payment for which has always been made by schools, in bona fide cases, from student body funds.

More than one-half of the money which cleared through student body accounts in the last fiscal year was for the operation and maintenance of cafeterias in elementary, junior and senior high schools. Citing exact figures, total student body receipts in the past fiscal year were \$325,137.83 of which \$173,574.54 in the total was represented by receipts from cafeterias, \$170,547.41 of which was immediately paid out for foodstuffs, labor, or replacements.

Next in size, as shown by the last audit, is \$57,940.50 which passed through student body control for the purchase and sale of half fare car book tickets.. This item is treated as "receipts" for student body activities as are the cafeteria revenue. Taken together, both car book and cafeteria receipts total \$231,515.04 of the total receipts in last year of \$325,137.83, leaving total receipts of \$93,612.78 for all other activities in 100 public schools.

Elementary school cafeterias are neighborhood lunch rooms made possible by the volunteer services of mothers who have children in the school and supplement the paid services of a cook by donating one or more mornings each week to cafeteria service. In a larger sense, these lunch rooms are a community endeavor whereby the children are served warm lunches far below actual costs, through the cooperative effort of a group of mothers interested in the welfare of their children and the development of a community spirit. In most cases cost of service would be prohibitive if operated as a regular school department enterprise.

Both the Superintendent of Schools and the Board of Education recognize that in the operation of such a far flung group of accounts extending to every public school in the city there is always opportunity for improvement in method, based on actual experience.. To this end a committee on student body funds was appointed in June, 1937, to consider improvements in the operation of student body activities and funds. The committee was composed of A. J. Cloud, president of the San Francisco Junior College, E. J. Cummings, principal of George Washington High School, George H. Learned, principal of Aptos Junior High School, and M. Jay Minkler, principal of Daniel Webster Elementary School.

The committee report, after weeks of study and consultation, should be carefully read by all interested in this subject. It follows:

Discussion of committee recommendations was held at a joint meeting with the Board of Education on August 2, after which the Board adopted the following resolutions:

RESOLVED: That it is the sense of this Board in any school where it is apparent at the end of any fiscal year that large sums of money have been accumulated, then for the next fiscal year such schools shall reduce the amount collected so that these accumulations shall be reduced to the point where the remaining balance shall not exceed the normal requirements.

RESOLVED: That it is the sense of this Board that library books should be purchased by the Board of Education and that library books were in the nature of equipment as referred to in the Board rule section 128, adopted December 16, 1931, and Student Body Funds should not be expended for them or for any other gift without first having been approved by specific authorization of the Board, each gift to be considered upon its merits.

RESOLVED: That the following addition be made to the Manual, effective immediately:

“A faculty auditor shall be appointed by the principal whose duties are outlined as follows:

- (1) At the close of each term he will check amounts deposited with the faculty treasurer for shop, class and locker upkeep fees and locker deposits against the original records kept by the individual teachers and will file a report of his findings, signed by the principal, with the records of the faculty treasurer.
- (2) After the completion of any ticket sale he will check the detail of the ticket statement against the money received and certify as to its accuracy before it is presented to the principal for approval.

The positions of faculty treasurer and faculty auditor will not be combined in one person.”

RESOLVED: That an amount of not more than two cents (\$.02) may be added to the selling price of each book of car tickets sold; any balance remaining in this account in excess of the cost of operation shall revert to the general student body funds. Under no condition shall the balance be used for furnishing free car tickets or other philanthropy, it being the sense of the Board that these matters should be handled by the Parent-Teacher Associations.

RESOLVED: That the cost of school newspapers is to be defrayed from Student Body subsidies and that no solicitation of advertisements is to be made in order to cover the expenses under this heading.

Note: This does not prohibit the use of advertisements where the permission to advertise is requested by the advertiser.

RESOLVED: That the Faculty Treasurer and Cafeteria Manager shall be bonded and that the bonds shall be paid from Student Body and cafeteria funds respectively.

RESOLVED: That high school student body dues shall not exceed fifty cents (\$.50) except on recommendation of the Superintendent's Committee. Further, that membership be entirely voluntary and that no student be denied or deprived of the benefits of student body membership by reason of inability to pay student body dues.

RESOLVED: That it is the sense of this Board that all graduation exercises of junior and senior high schools shall be held in a school auditorium under the jurisdiction of the San Francisco School Department.

RESOLVED: That it is the sense of this Board that the Superintendent shall make arrangements with the Health Department to have medical examinations of the cooks and other help in the school cafeterias prior to the opening of school or within the first month of the school year; any failure to satisfactorily pass this examination shall disqualify the person for this service.

RESOLVED: That it is the sense of this Board that any rule in student body by-laws in conflict with these Board of Education rules is to be rescinded or changed to conform with the latter.

Cost of Operating Schools

For Fiscal Year 1936-1937

		Amount	Percentage
ADMINISTRATION:			
Salaries.....	\$ 238,334.37		
Supplies.....	14,965.02		
Traveling Expenses.....	3,046.62		
Other Objects.....	30,872.65	\$ 287,218.66	.030
INSTRUCTION—Salaries:			
Supervision.....	81,705.14		
Kindergarten.....	175,072.46		
Elementary Day.....	3,061,678.49		
Special Schools.....	107,110.44		
Junior High.....	1,129,144.80		
High Day.....	2,174,909.16		
High Evening.....	186,576.02		
Junior College.....	241,384.49	7,157,581.00	.746
INSTRUCTION—Supplies, etc.:			
Kindergarten Supplies.....	1,918.34		
Educational Supplies.....	141,249.21		
Books.....	96,815.99		
Traveling Expenses.....	2,095.52		
Other Expenses of Instruction.....	22,005.13	264,084.19	.027
COORDINATE ACTIVITIES:			
Compulsory Education.....	32,708.93		
Medical Inspection.....	30,232.15		
Dental Inspection.....	19,792.07		
Nurse Service.....	68,106.74	150,839.89	.016
AUXILIARY AGENCIES:			
Transportation of Children.....	18,397.46		
Junior College and Other Tuition.....	30,265.96		
Community Centers.....	1,405.55		
Other Auxiliary Agencies.....	5,758.51	55,827.48	.006
OPERATION:			
Janitors' and Engineers' Salaries.....	539,696.85		
Janitors' and Engineers' Supplies.....	33,484.11		
Gas and Electricity.....	59,969.26		
Fuel.....	52,608.66		
Water.....	36,993.23		
Other Expenses of Operation.....	21,768.06	744,520.17	.078
FIXED CHARGES:			
Rents.....	12,710.88		
Insurance.....	26,859.60		
Workmen's Compensation and Accident Claims.....	9,666.37		
Teachers' Back Salary Adjustments.....	—371.25		
Contributions to Retirement System—City.....	446,605.17		
Contributions to Retirement System—State.....	34,728.00		
Other Expenses of Fixed Charges.....	4,775.18	534,973.95	.056
MAINTENANCE:			
Repairs to Buildings and Grounds.....	269,218.85		
Repairs to Janitors' Equipment.....	34,853.59		
Repairs to Educational Equipment.....	70,155.61		
Other Expenses of Maintenance.....	26.00		
Fire Damage—Repairs and Replacements.....	19,423.61	393,677.66	.041
		<u>\$9,588,723.00</u>	<u>1.000</u>

Summary of Expenditures for Schools

DURING the fiscal year 1936-1937 the income of the Board of Education from all sources was \$12,190,985.94. Of this amount \$4,626,585.46 was received from the State of California on the basis of average daily attendance in the elementary, junior and senior high schools of the city; \$103,558.43 was represented by income from properties owned by the Board of Education; \$116,323.46 was received from the Board of Health as an interdepartmental payment against health service rendered in the schools; \$17,024.18 was remitted to the San Francisco Public Schools by the Federal Government as a payment for instruction under the Smith-Hughes Act; \$44,850.00 was received from the sale of lands; \$1,794.50 was received from the sale of buildings; \$1,894.83 was received from fire insurance; \$304,171.72 was received as a grant from the Federal Government; and \$52,724.95 was derived from other sources. The balance of the income, \$6,922,053.41, was received from the City and County of San Francisco.

The income for the purposes of expenditure was divided as follows: \$2,503,394.26 was provided for capital outlays and debt services; \$9,687,591.68 was provided for current expenses of school maintenance.

ITEMIZED LIST OF EXPENDITURES

Actual expenditures for maintenance and operation of the schools totaled \$9,588,723.00. The major item of expense in this subdivision was \$7,697,277.85 expended for principals', teachers', supervisors' and janitors' salaries. Other items included:

General supplies.....	\$468,907.51	Other expenses—health service,
Upkeep of school buildings.....	393,677.66	junior college tuition, con-
Cost of Administration.....	287,213.66	tributions to Retirement Sys-
		tem, rents, insurance, etc.....
		\$741,641.32

The total expenditure for teachers' salaries alone during 1936-1937 was \$7,117,132.14, an increase of \$220,105.74 due to resumption of the annual increment, increase in number of teachers in the Junior College, and the opening of the George Washington High School and Marina Junior High School.

The total amount actually expended for land, buildings and equipment was \$1,377,394.90, which was divided as follows:

Cost of land for school sites, \$60,780.42; construction of buildings, \$1,032,120.20; purchase of equipment, \$284,494.28.

BONDED DEBT

The San Francisco Public Schools had outstanding at the close of the fiscal year 1936-1937 a bonded debt of \$12,377,000.00 comprising the unpaid balances on the bond issues of 1908, 1918, 1923 and 1934.

These balances were as follows:

Issue of 1908.....	\$ 400,000.00
Issue of 1918.....	877,000.00
Issue of 1923.....	9,000,000.00
Issue of 1934.....	2,100,000.00
Total.....	\$12,377,000.00

The total bond debt was reduced by \$1,659,652.50 during the year, this amount paying \$628,652.50 interest and \$1,031,000.00 on the principal of the outstanding debt.

VALUE OF SCHOOL BUILDINGS

The conservative value of San Francisco public school buildings—land and equipment—is estimated at \$41,426,690.13, based upon actual costs. Included in the inventory of property, however, are many valuable parcels of land which were obtained by the city by claim or gift in the early years of the municipality.

The bonded indebtedness of the City and County of San Francisco as of June 30, 1937, was \$165,499,400.00, of which school bonds accounted for \$12,377,000.00. The proportionately small ratio of the debt of the public schools to the general debt of the municipality is accounted for by the fact that in recent years the Board of Education has been proceeding under the “pay-as-you-go” plan of school building. Under this plan there were provided the following sums for building purposes, exclusive of repairs:

1927-1928.....	\$1,700,000.00	1933-1934.....	\$ 500,000.00
1928-1929.....	1,700,000.00	1934-1935.....	500,000.00
1929-1930.....	1,700,000.00	1935-1936.....	675,000.00
1930-1931.....	1,550,000.00	1936-1937.....	675,000.00
1931-1932.....	205,467.68	1937-1938.....	600,000.00
1932-1933.....	None		

School Tax Rate Compared With Total Tax Rate

Showing Percentages for Various Years

	City Tax Rate	Tax Rate for Common School Fund	Tax Rate for Special School Tax	Tax Rate for School Bond Interest	Tax Rate for School Bond Redemp- tion	Percent- ages of Tax Rate Allocated to Schools for all Purposes
1919-1920.....	\$3.08	\$.385	\$.053	\$.04205	\$.05365	\$.173279
1920-1921.....	3.18	.513	.12144	.04657	.05583	.23171
1921-1922.....	3.47	.3625	.2825	.037876	.037604	.207631
1922-1923.....	3.47	.5393	.15	.04639	.06661	.23121
1923-1924.....	3.47	.5352	.0778	.047025	.057775	.206859
1924-1925.....	3.47	.5718	.0368	.051496	.036514	.200752
1925-1926.....	4.13	.7416	.15	.083833	.050667	.24845
1926-1927.....	3.66	.70443	.13	.053177	.026362	.249718
1927-1928.....	3.80	.706149	.28114	.085386	.087074	.305197
1928-1929.....	3.96	.808258	.262996	.097037	.088781	.317442
1929-1930.....	3.94	.79136	.2545	.090879	.080980	.309066
1930-1931.....	4.04	.833823	.234845	.088132	.083026	.306888
1931-1932.....	4.04	.912432	.052811	.082996	.085625	.280659
1932-1933.....	3.96	.846772	.045045	.084114	.086564	.268307
1933-1934.....	3.48	.377301	.133765	.085696	.094442	.198622
1934-1935.....	3.863622	.334447	.075487	.106467	.136292	.168933
1935-1936.....	3.681917	.525827	.120937	.069329	.082611	.216926
1936-1937.....	3.784	.546397	.116183	.066104	.099258	.218801

Aggregate Cost of Public Schools for Fiscal Year 1936-1937

1. Operating.....	\$ 9,588,723.00
2. (a) Capital outlay, including (b) bond interest and (c) bond redemption:	
(a).....	\$ 1,377,394.90
(b).....	628,652.50
(c).....	1,031,000.00
	<u>3,037,047.40</u>
	\$12,625,770.40
Amount of the several items in the annual receipts for the public schools.....	\$12,190,985.94
Present amount invested in buildings, lands and equipment:	
Buildings.....	\$29,975,715.09
Lands.....	8,596,113.45
Equipment.....	2,854,861.59
	<u>\$41,426,690.13</u>

(a) THE FOLLOWING CONDENSED INTERPRETATION OF EXPENDITURES DURING THE YEAR 1936-37 IS DESIGNED TO ANSWER SPECIFIC QUESTIONS:

1. The following number of schools fell under the jurisdiction of the Board of Education at the close of the year 1936-37:

Kindergartens (located in elementary school buildings)	72	Continuation	1
Elementary (day)	82	*High (evening)	5
Junior high	10	Junior College	1
High (day)	8	Total.....	<u>179</u>

* Located in buildings used for school purposes in the day time.

2. The total of the average daily attendance (which means the average number of pupils who are present each day in the public schools for the year) for both day and evening pupils, including kindergarten pupils, was as follows:

	1936-1937	1935-1936	1934-1935	1933-1934
Day	68,414	68,817	69,785	71,070
Evening	2,683	2,725	2,796	2,769
Total.....	<u>71,097</u>	<u>71,542</u>	<u>72,581</u>	<u>73,839</u>

3. The total of the annual state enrollment (which means the number of pupils in attendance in the public schools of San Francisco not previously attending during the year any other public school in the state), for both day and evening pupils, including kindergarten pupils, was as follows:

	1936-1937	1935-1936	1934-1935	1933-1934
Day	83,319	83,392	83,007	84,845
Evening	17,918	18,696	19,250	19,099
Total.....	<u>101,237</u>	<u>102,088</u>	<u>102,257</u>	<u>103,944</u>

4. Pupils actually in attendance in all of the public schools of San Francisco on the basis of an end-of-the-month statement of enrollment (as of May 14, 1937), including both day and evening schools, were as follows:

	Day Pupils	Evening Pupils	Total
Kindergarten	2,922		2,922
Elementary	36,598		36,598
Junior High	12,469		12,469
High	16,987	6,379	23,366
Junior College	1,543		1,543
Continuation	2,082		2,082
Adult Education	713		713
	<u>73,314</u>	<u>6,379</u>	<u>79,693</u>

5. The number of teaching positions in the public schools as of December, 1937, was as follows:

Kindergarten	91	High (evening)	221
Elementary	1,327	Junior College	92
Junior high	461	In Administrative Offices	12
High (day)	714		
Continuation	45	Total	<u>2,963</u>

6. The aggregate income of the Board of Education in 1936-1937, derived from all sources, was \$12,190,985.94.

7. Of this amount, \$2,503,394.26 was provided for capital outlays and debt service.

8. The amount provided for current expenses of school maintenance was \$9,687,591.68.

9. Sources of this income for school maintenance was provided as follows: Out of every dollar received by the Board of Education, about 50.44 per cent was provided by the San Francisco taxpayers, about 47.85 per cent was provided by the State of California, and about 1.71 per cent by rentals, etc.

10. Of this income for school maintenance and operation, \$4,886,458.62 was received from the City of San Francisco.

11. The State of California provided \$4,635,097.55.

12. A total of \$12,625,770.40 was spent for public school purposes in San Francisco during the year 1936-1937, including maintenance and operation of schools, purchase of land for school sites, construction of buildings, purchase of equipment, interest on bonds and redemption of bonds.

13. The cost of maintenance and operation of the public schools, excluding purchase of land for school sites, construction of buildings, purchase of equipment, bond interest and bond redemption, was \$9,588,723.00.

14. Specific items included in these expenditures for maintenance and operation were as follows:

(a) Principals', teachers', supervisors' and janitors' salaries.....	\$7,697,277.85
(b) General supplies, such as text books, pens, pencils, fuel, water, lights, etc.	468,907.51
(c) Cost of upkeep of school buildings, covering maintenance of grounds, buildings and equipment in good order.....	393,677.66
(d) Cost of administration of the Superintendent's office, the business department, and other operating agencies of the Board.....	287,218.66
(e) Other expenses, including health service, attendance officers, transportation of children, junior college tuition, contributions to Retirement System, rents, insurance, etc.....	741,641.32
	<u>\$9,588,723.00</u>

15. The total expenditures for teachers' salaries alone in 1936-1937 were \$7,117,132.44.

16. This figure was an increase of \$220,105.47, compared with the total expenditures for teachers' salaries alone in the previous year, \$6,897,026.97

17. The total capital outlays (money actually paid) for lands, buildings and equipment for the year were \$1,377,394.90.

18. Specific items included in the total of capital outlays were:

Purchase of land for school sites.....	\$ 60,780.42
Construction of buildings.....	1,032,120.20
Purchase of equipment.....	284,494.28
Total.....	<u>\$1,377,394.90</u>

19. The estimated value, based on the actual cost of all lands, buildings and equipment owned by the public schools at the close of the year, was:

Lands	\$ 8,596,113.45
Buildings	29,975,715.09
Equipment	2,854,861.59
Total.....	<u>\$41,426,690.13</u>

20. The total of the bonded indebtedness outstanding against these lands and buildings as of June 30, 1937, was \$12,377,000.00.

21. The cost for school bond interest and school bond redemption during the year was:

Bond interest	\$ 587,171.36
Bond redemption	838,166.44
Total.....	<u>\$1,425,337.80</u>

22. The grand city total tax rate per \$100.00 for schools (exclusive of redemption of bonds) for 1936-1937 was \$.662580.

23. The total city tax rate for 1936-1937 was \$3.784.

24. The total assessment roll upon which local taxes are levied for 1936-1937 was \$977,075,939.00.

25. The cost per unit of average daily attendance, exclusive of capital outlays, to educate an elementary day school pupil in 1936-1937, excluding special schools and classes, but including kindergartens, was \$124.60.

26. On the same basis of computation, how did this figure compare with the cost of educating an elementary day school pupil in the school year previous? The cost was increased by \$4.43 per pupil.

27. The cost per unit of average daily attendance to educate a junior high school pupil in 1936-1937, excluding capital outlays, was \$139.72.

28. On the same basis of computation, how does this figure compare with the cost of educating a junior high school pupil in the year previous? The cost was increased by \$1.98 per pupil.

29. The cost per unit of average daily attendance to educate a high school day pupil in 1936-1937, excluding capital outlays, was \$164.89.

30. On the same basis of computation, how does this cost compare with the cost of educating a high school day pupil in the year previous? The cost was decreased by \$15.77 per pupil.

31. With reference to crippled children who are taught in the Sunshine School, in the several hospitals and in their homes by visiting teachers, the cost to take care of each of these pupils for the year was \$244.11.

32. Similarly—deaf children, \$560.23.

33. Similarly—children in the ungraded school, \$331.87.

34. Similarly—physically handicapped children in other special schools and classes (Buena Vista and Diagnostic Class), \$225.91.
35. The cost of the service rendered in the public schools by trained nurses and physicians under the Board of Health was \$116,323.46.
36. The population of San Francisco, according to the census of 1930, was 634,394.
37. The per capita cost of public education in San Francisco for the year 1936-1937, on the basis of the city contribution, was as follows:

Maintenance	\$7.52
Capital outlay and debt service.....	2.68

38. Taking every current expense dollar spent on education of a public school pupil, this dollar is divided as follows:

Administration	\$.030
Instruction773
Auxiliary agencies and coordinate activities.....	.022
Operation078
Fixed charges056
Maintenance041

\$1.000

Per cent of current expense dollar devoted to instruction.....77.3%

(b) A FIVE-YEAR STATISTICAL COMPARISON.

	1931-1932	1936-1937
Tax Rate	\$ 4.04	\$ 3.784
Assessed Valuation	1,640,249,792.00*	977,075,939.00*
Total School Expenditures.....	12,005,684.83	12,625,770.40
Value of School Property.....	37,494,759.04	41,426,690.13
Number of Teachers.....	2,926	2,963
Total Average Daily Attendance—net:		
Elementary School Classes.....	43,063**	36,248†
High School Classes	27,718	31,398‡
Total State Enrollment:		
Elementary School Classes.....	55,444	44,513
High School Classes	49,834	56,724
Total City Enrollment.....	109,238	104,284

* As of March, 1931, and March, 1936.

** Does not include 2,302 units of emergency A. D. A.

† Does not include 816 units of emergency A. D. A.

‡ Does not include 613 units of emergency A. D. A.

PER CAPITA COST ON AVERAGE DAILY ATTENDANCE, 1936-1937

1. For the junior college.....	\$194.73	6. For the junior high schools.....	\$139.72
2. For the high schools (day).....	164.89	7. For the elementary schools (day).....	125.63
3. For the continuation school.....	199.61*	8. For the special schools (day).....	279.95
4. For the adult education.....	164.07	9. For the kindergartens.....	110.93
5. For the high schools (evening).....	159.87**		

* Average daily attendance for the continuation school as computed under the State law allows one unit for each four hours attendance, approximately one unit for each four pupils actually attending.

** Under the same rule daily attendance in evening schools is computed by allowing one for each one and seven-ninths (17/9) pupils actually attending.

Assessed Wealth and Tax Rate

Population of the City and County, Federal Census, April, 1930.....		634,394	
FOR CITY AND COUNTY TAXATION			
	1936-1937	1937-1938	
Real Estate.....	\$325,333,772	\$324,542,933	
Improvements.....	334,818,024	336,291,216	
Personal Property.....	73,763,997	78,692,121	
Solvent Credits.....	122,620,479	132,169,286	
Less Veterans' Exemptions.....	6,172,383	6,362,970	
	\$850,363,889	\$865,332,586	
Property assessed by State Board of Equalization.....	126,712,050	125,902,660	
TOTAL.....	\$977,075,939	\$991,235,246	
Tax Rate per \$100.....	\$3.784	\$3.871	
Tax Rate per \$100 for schools.....	.546397	.569500	
In addition to the revenue derived from rates of taxation above cited, the Board of Supervisors appropriated a Special School Tax for buildings and maintenance of.....	.116183	.110734	
	1936-1937	1937-1938	
Land, buildings, and repairs.....	\$ 977,000	\$ 940,000	
Net interest on school bonds (Federal Grant 1936-1937 \$41,481.14 1937-1938 [estimated] \$61,069.00)	587,171	512,896	
	\$ 1,564,171	\$ 1,452,896	
Promotion of health (Board of Health) (estimated).....	\$ 116,323	\$ 131,546	
GRAND TOTALS.....	\$ 1,680,494	\$ 1,584,442	
This required a tax rate of [estimated].....	.202942	.191451	
Rate levied for operation.....	.546397	.569500	
Cost of schools per \$100 assessment.....	.749339	.760951	
Net School bond redemption (Federal Grant 1936-1937 \$192,833.56; 1937-1938 [estimated] \$174,115.00).....	\$ 838,167	\$ 802,855	
Which required a tax rate of (estimated for 1937-1938).....	.103368	.097531	
Bonded indebtedness outstanding June 30, 1937.....		\$165,499,400	
Of which school bonds aggregated.....		12,377,000	
The bonded indebtedness for schools June 30, 1937, is allocated as follows:			
Issue of	High Schools	Junior High Schools	Elementary Schools
1908.....	\$ 102,870		\$ 297,130
1918.....	404,110	\$ 12,110	460,780
1923.....	2,647,870	1,817,480	4,534,650
1934.....	827,690	667,840	604,470
Percent of school bond indebtedness.....	32.18%	20.18%	47.64%
Bonded indebtedness outstanding July 1, 1937.....			\$162,408,700
Of which school bonds accounted for.....			12,175,000

School Bond Indebtedness

1936-1937

5% School Bonds—July 1, 1908

Against	Outstanding July 1, 1936	Redeemed July 2, 1936	Outstanding June 30, 1937	Interest Paid 1936-1937
Girls High.....	\$ 49,220.00	\$ 16,570.00	\$ 32,650.00	\$ 2,097.77
High of Commerce.....	36,070.00	12,140.00	23,930.00	1,537.31
Lowell High.....	55,770.00	18,770.00	37,000.00	2,376.93
Mission High.....	13,740.00	4,630.00	9,110.00	585.60
Elementary.....	448,200.00	150,890.00	297,310.00	19,102.39
TOTAL.....	\$ 603,000.00	\$ 203,000.00	\$ 400,000.00	\$ 25,700.00

4½% Polytechnic High School Bonds—January 1, 1910

Against	Outstanding July 1, 1936	Redeemed Jan. 2, 1936	Outstanding June 30, 1937	Interest Paid 1936-1937
Polytechnic High.....	\$ 25,000.00	\$ 25,000.00	\$ 1,125.00
TOTAL.....	\$ 25,000.00	\$ 25,000.00	\$ 1,125.00

4% School Bonds—March 1, 1918

Against	Outstanding July 1, 1936	Redeemed Mar. 2, 1937	Outstanding June 30, 1937	Interest Paid 1936-1937
Galileo High.....	\$ 276,070.00	\$ 49,580.00	\$ 226,490.00	\$ 13,242.45
High of Commerce.....	65,190.00	11,710.00	53,480.00	3,127.02
Mission High.....	151,320.00	27,180.00	124,140.00	7,258.48
Horace Mann Junior High.....	14,760.00	2,650.00	12,110.00	708.00
Elementary.....	561,660.00	100,880.00	460,780.00	26,941.55
TOTAL.....	\$ 1,069,000.00	\$ 192,000.00	\$ 877,000.00	\$ 51,277.50

5% School Bonds—March 1, 1923

Against	Outstanding July 1, 1936	Redeemed Mar. 2, 1937	Outstanding June 30, 1937	Interest Paid 1936-1937
Abraham Lincoln High.....	\$ 189,630.00	\$ 6,330.00	\$ 183,300.00	\$ 9,593.51
Balboa High.....	132,830.00	4,440.00	128,390.00	6,719.96
Galileo High.....	245,050.00	8,190.00	236,860.00	12,397.25
George Washington High.....	275,440.00	9,200.00	266,240.00	13,934.70
Girls High.....	2,170.00	70.00	2,100.00	109.78
High of Commerce.....	1,033,120.00	34,510.00	998,610.00	52,266.26
Mission High.....	851,110.00	28,430.00	822,680.00	43,058.25
Polytechnic High.....	10,020.00	330.00	9,690.00	506.92
Everett Junior High.....	1,181,260.00	39,460.00	1,141,800.00	59,760.77
Francisco Junior High.....	13,760.00	460.00	13,300.00	696.13
Marina Junior High.....	181,730.00	6,070.00	175,660.00	9,193.85
Portola Junior High.....	470,420.00	15,710.00	454,710.00	23,798.88
Roosevelt Junior High.....	33,120.00	1,110.00	32,010.00	1,675.56
Elementary.....	4,691,340.00	156,690.00	4,534,650.00	237,338.18
TOTAL.....	\$ 9,311,000.00	\$ 311,000.00	\$ 9,000,000.00	\$ 471,050.00

3% School House Bond 1934—January 1, 1934

Against	Outstanding July 1, 1936	Outstanding June 30, 1937	Interest Paid 1936-1937
George Washington High.....	\$ 827,690.00	\$ 827,690.00	\$ 24,830.70
Marina Junior High.....	667,840.00	667,840.00	20,035.20
Elementary.....	529,470.00	529,470.00	15,884.10
TOTAL.....	\$ 2,025,000.00	\$ 2,025,000.00	\$ 60,750.00

5% School House Bond 1934—January 1, 1934

Against	Outstanding July 1, 1936	Redeemed Jan. 2, 1937	Outstanding June 30, 1937	Interest Paid 1936-1937
Elementary.....	\$ 375,000.00	\$ 300,000.00	\$ 75,000.00	\$ 18,750.00
TOTAL.....	\$ 375,000.00	\$ 300,000.00	\$ 75,000.00	\$ 18,750.00
GRAND TOTAL.....	\$13,408,000.00	\$1,031,000.00	\$12,377,000.00	\$ 628,652.50

Interest and Redemption of School Bonds

Year Ending June 30, 1937

Issue of	Outstanding July 1, 1936	Interest 1936-1937	Redemption 1936-1937
July 1, 1908—5%.....	\$ 603,000.00	\$ 25,700.00	\$ 203,000.00
January 1, 1910—4½%.....	25,000.00	1,125.00	25,000.00
March 1, 1918—4½%.....	1,069,000.00	51,277.50	192,000.00
March 1, 1923—5%.....	9,311,000.00	471,050.00	311,000.00
January 1, 1934—5%.....	375,000.00	18,750.00	300,000.00
January 1, 1934—3%.....	2,025,000.00	60,750.00
TOTAL	\$13,408,000.00	\$ 628,652.50	\$1,031,000.00

SCHOOL BONDS OUTSTANDING JUNE 30, 1937

Against	Issue of 1908	Issue of 1918	Issue of 1923	Issue of 1934	Total
Senior High Schools:					
Abraham Lincoln.....			\$ 183,300.00		\$ 183,300.00
Balboa.....			128,390.00		128,390.00
Galileo.....		\$ 226,490.00	236,860.00		463,350.00
George Washington.....			266,240.00	\$ 827,690.00	1,093,930.00
Girls.....	\$ 32,650.00		2,100.00		34,750.00
High School of Commerce.....	23,930.00	53,480.00	998,610.00		1,076,020.00
Lowell.....	37,000.00				37,000.00
Mission.....	9,110.00	124,140.00	822,680.00		955,930.00
Polytechnic.....			9,690.00		9,690.00
Junior High Schools:					
Everett.....			1,141,800.00		1,141,800.00
Francisco.....			13,300.00		13,300.00
Horace Mann.....		12,110.00			12,110.00
Marina.....			175,660.00	667,840.00	843,500.00
Portola.....			454,710.00		454,710.00
Roosevelt.....			32,010.00		32,010.00
Elementary Schools.....	297,310.00	460,780.00	4,534,650.00	604,470.00	5,897,210.00
TOTAL	\$400,000.00	\$877,000.00	\$9,000,000.00	\$2,100,000.00	\$ 12,377,000.00
Bonded indebtedness of City and County June 30, 1937.....					\$165,499,400.00
Of which school bonds accounted for.....					12,377,000.00
Bonded indebtedness July 1, 1937.....					162,408,700.00
Of which school bonds accounted for.....					12,175,000.00

SCHOOL HOUSE BOND 1934

Expenditures for Fiscal Year July 1, 1936, to June 30, 1937

	Plans	Buildings	Total
George Washington High.....		\$ 2,704.76	\$ 2,704.76
Samuel Gompers Trades School.....	\$ 10,073.59	146,077.65	156,151.24
TOTAL HIGH SCHOOLS	\$ 10,073.59	\$148,782.41	\$158,856.00
Marina Junior High.....		\$ 7,021.73	\$ 7,021.73
Glen Park.....	\$ 7,629.80	57,146.60	64,776.40
Lawton.....		431.00	431.00
Patrick Henry.....	388.17	8,365.44	8,753.61
Starr King.....		42.94	42.94
Visitacion Valley.....	4,170.22	49,110.07	53,280.29
Sunshine.....	8,940.77	182,958.98	191,899.75
Total Elementary	\$ 21,128.96	\$298,055.03	\$319,183.99
GRAND TOTAL	\$ 31,202.55	\$453,859.17	\$485,061.72

P. W. A.

Expenditures for Fiscal Year July 1, 1936, to June 30, 1937

	Buildings	Plans	Equipment	Total
George Washington High.....	\$119,318.27	\$ 6,058.00	\$ 40,138.60	\$165,514.87
Polytechnic High.....	73,527.77	3,191.04	2,377.57	79,096.38
Total High Schools	\$192,846.04	\$ 9,249.04	\$ 42,516.17	\$244,611.25
Aptos Junior High.....	\$ 58,565.92	\$ 4,833.46	\$ 2,325.66	\$ 65,725.04
Marina Junior High.....	219,052.70	6,910.48	14,202.67	240,165.85
Total Junior High	\$277,618.62	\$ 11,743.94	\$ 16,528.33	\$305,890.89
Daniel Webster Elementary.....	\$ 19,590.52	\$ 811.16		\$ 20,401.68
GRAND TOTAL	\$490,055.18	\$ 21,804.14	\$ 59,044.50	\$570,903.82

Receipts (Revenue and Non-Revenue)

Fiscal Year 1936-1937

	Administrative Building and Equipment	Kindergarten	Elementary	Junior High	High Day and Evening	Junior College	Transfer to Other Counties	Total
City and County Taxes:								
(a) Common School Fund.....	\$ 3,784.67	\$ 251,445.44	\$1,360,611.43	\$ 841,859.55	\$1,833,175.01	\$ 217,308.42	\$ 30,265.96	\$4,538,451.08
(b) Special School Tax.....	3,290.58	20,380.77	204,994.03	106,241.34	214,937.47	288,304.44	958,269.53
(c) Interest on Bonds.....	283,322.78	108,371.72	185,476.86	587,171.36
(d) Bond Redemption.....	515,626.44	65,460.00	257,080.00	838,166.44
TOTAL DIRECT TAXES.....	\$ 7,075.25	\$ 271,826.21	\$2,464,555.58	\$1,121,932.61	\$2,520,729.94	\$ 505,672.86	\$ 30,265.96	\$6,922,058.41
State of California.....	\$2,173,001.17	\$ 709,504.12	\$1,635,186.37	\$ 108,893.80	\$4,626,586.46
U. S. and State of California.....	7,496.67	16,211.68	812.50	17,024.18
Federal Grant—Bond Interest and Redemption.....	217,527.00	9,291.68	234,314.70
Miscellaneous:								
(a) Rentals from leased school property.....	103,072.50	485.93	103,558.43
(b) Sale of lands.....	44,840.00	1,082.00	44,850.00
(c) Sale of buildings.....	422.90	290.00	1,794.50
(d) Fire insurance.....	719.74	584.69	500.40	1,894.83
(e) Federal grant.....	3,147.06	31,639.21	35,070.75	69,857.02
(f) Other sources.....	1,235.03	3,801.91	47,028.01	52,724.95
Auxiliary (Indirect) Revenue:								
Board of Health: Physicians, dentists and nurses.....	\$ 4,283.74	53,047.62	19,229.84	32,100.12	2,572.14	116,323.46
TOTAL RECEIPTS.....	\$ 7,075.25	\$ 276,109.95	\$3,066,578.20	\$1,890,677.14	\$ 4,254,700.13	\$ 665,579.31	\$ 30,265.96	\$12,190,985.94
Balances from year 1935-1936:								
Common school fund.....	\$ 398,830.35	\$ 10,250.38	\$ 23,520.19	\$ 432,600.92
Common school tax fund.....	250.00	250.00
Special school tax fund.....	162,246.05	310,181.20	258,643.69	731,076.94
School house bond 1934 fund.....	449,517.77	5,653.37	162,486.76	617,630.90
TOTAL BALANCES.....	\$1,010,844.17	\$ 320,084.95	\$ 444,629.64	\$1,781,558.76
Stores Inventory.....	\$ 50,721.75	\$ 50,721.75
Shop Inventory.....	5,060.56	5,060.56
GRAND TOTAL.....	\$ 7,075.25	\$ 276,109.95	\$6,133,204.68	\$2,216,762.09	\$4,699,329.77	\$ 665,579.31	\$ 30,265.96	\$14,028,327.01
Expenditures.....	\$ 7,075.25	\$ 276,109.95	\$5,705,267.73	\$2,097,671.68	\$4,200,778.70	\$ 308,601.13	\$ 30,265.96	\$12,625,770.40
Stores Inventory.....	74,336.32	74,336.32
Shop Inventory.....	3,044.15	3,044.15
BALANCE.....	\$ 350,556.48	\$ 119,090.41	\$ 498,551.07	\$ 356,978.18	\$1,325,176.14

Distribution of Total Expenditures

Including Cost of Operation, Capital Outlay, Bond Interest and Redemption.

Fiscal Year 1936-1937

	Administration	Instruction	Auxiliary Agencies and Coordinate Activities	Operation of School Plant	Fixed Charges	Maintenance of School Plant	Fire Damage Repairs and Replacements	Capital Outlays	Bond Interest	Bond Redemption	Transfers to Other Counties	Total Expenditures
TUITION PAID OTHER COUNTIES												
Junior College and Other Tuition.....	\$ 6,350.07	\$ 253,812.13	\$ 2,572.14	\$ 9,553.28	\$ 11,853.68	\$ 6,887.56		\$ 17,566.37			\$ 30,265.96	\$ 30,265.96
JUNIOR COLLEGE												
San Francisco Junior College.....												\$ 308,601.13
DAY HIGH												
Abraham Lincoln.....	\$ 12,491.87	\$ 340,396.01	\$ 6,595.93	\$ 27,071.11	\$ 23,330.72	\$ 17,113.52		\$ 2,202.76	\$ 9,593.51	\$ 6,330.00		\$ 15,923.51
Balboa.....	8,763.15	293,514.22	4,926.00	24,285.03	16,302.77	21,357.21		16,596.12	6,719.96	4,440.00		440,344.88
Galileo.....	5,597.76	185,486.62	2,955.01	16,906.87	10,452.28	4,611.91		268,109.06	25,633.70	57,770.00		408,914.20
George Washington.....	3,913.35	149,272.81	2,068.46	15,505.17	7,316.44	6,342.80		3,308.06	38,765.40	9,200.00		542,141.91
Girls.....	9,946.74	299,474.66	5,250.81	23,198.44	18,572.80	13,974.77		3,983.33	56,930.59	16,040.00		224,500.18
High School of Commerce.....	8,542.18	258,993.72	4,509.35	18,119.42	15,950.17	10,514.33		5,524.01	5,376.93	58,360.00		489,034.14
Lowell.....	10,039.47	307,150.19	7,616.19	25,916.35	18,745.94	16,372.80	580.88	63,004.75	50,902.33	18,770.00		343,881.02
Mission.....	9,693.56	307,592.66	5,119.15	27,291.33	18,100.07	11,706.61		79,087.05	1,631.92	25,330.00		560,048.02
Polytechnic.....												485,522.35
TOTAL DAY HIGH.....	\$ 68,996.08	\$ 2,141,880.89	\$ 38,740.90	\$ 178,363.72	\$ 128,831.19	\$ 101,993.95	\$ 18,441.42	\$ 441,877.17	\$ 194,767.89	\$ 257,080.00		\$ 3,570,973.21
San Francisco Continuation School.....	\$ 3,227.14	\$ 127,808.31	\$ 1,703.58	\$ 8,056.10	\$ 6,025.78	\$ 4,706.97		\$ —877.67				\$ 150,710.24
Samuel Gompers Trades School.....												263,913.73
Adult Education.....	844.95	29,485.21	446.03	230.63	1,577.73	38.34		203,913.73				32,622.91
EVENING HIGH												
Balboa Evening.....	\$ 661.72	\$ 19,518.68	\$ 349.32	\$ 1,432.16	\$ 1,235.58	\$ 767.17						\$ 23,964.63
Evening High of Commerce.....	1,982.74	58,506.34	1,046.67	4,624.11	3,702.21	785.71						70,592.64
Galileo Evening.....	729.33	22,048.91	385.00	2,019.63	1,301.82	1,550.17						28,768.15
Humboldt Evening.....	2,311.43	72,491.78	1,220.19	7,113.01	4,315.96	2,291.24		1,209.18				90,622.79
Polytechnic Evening.....	728.44	22,883.12	384.54	2,048.78	1,360.15	872.18		33.19				28,310.40
TOTAL EVENING HIGH.....	\$ 6,413.66	\$ 106,048.83	\$ 3,385.72	\$ 17,237.69	\$ 11,975.72	\$ 6,236.47		\$ 1,200.52				\$ 242,553.61
JUNIOR HIGH												
Aptos.....	\$ 5,143.50	\$ 123,264.37	\$ 2,715.21	\$ 17,169.45	\$ 9,604.07	\$ 5,081.70		\$ 66,270.71				\$ 229,249.01
Everett.....	7,245.05	172,959.83	5,100.90	18,060.64	13,528.13	9,748.59		1,542.21	\$ 50,700.77	\$ 39,460.00		327,475.12
Francisco.....	5,163.60	130,696.64	2,725.82	13,002.04	9,641.60	7,157.30		1,253.95	636.13	460.00		171,455.05
Horace Mann.....	5,235.33	129,941.73	2,763.68	10,520.23	9,775.53	6,705.21		1,149.57	708.00	2,650.00		169,450.28
James Lick.....	2,464.62	74,998.56	1,301.05	10,520.47	4,602.01	3,765.77		758.68				98,411.16
John Swett.....	2,841.76	72,829.75	1,500.15	7,172.18	5,306.19	4,790.62		980.25				95,420.90
Maria.....	5,051.50	125,981.46	2,666.64	14,108.90	9,432.28	2,160.00		279,499.14	29,229.05	6,070.00		474,202.57
Portola.....	3,540.57	102,854.77	3,056.44	12,627.34	6,611.01	5,399.31		1,755.33	23,798.83	15,710.00		175,358.68
Presidio.....	6,167.44	149,836.17	3,289.74	16,800.68	11,516.00	8,075.92		446.52				196,102.47
Roosevelt.....	4,627.79	122,741.59	2,442.97	14,012.58	8,641.11	3,794.59		1,505.25	1,675.56	1,110.00		160,551.44
TOTAL JUNIOR HIGH.....	\$ 47,481.16	\$ 1,206,107.87	\$ 27,622.60	\$ 134,003.51	\$ 88,657.96	\$ 56,850.61	\$ 567.97	\$ 355,131.61	\$ 115,868.39	\$ 65,460.00		\$ 2,097,971.68
Day Elementary.....	\$ 143,327.56	\$ 3,265,705.51	\$ 90,346.53	\$ 309,803.57	\$ 267,624.78	\$ 184,121.12	\$ 414.22	\$ 351,447.92	\$ 318,016.22	\$ 708,460.00		\$ 5,705,367.73
Kindergarten.....	10,577.14	200,810.41	5,353.59	27,181.67	18,422.11	13,529.03		6,974.99				270,109.95
Administration Building and Equipment.....								100.26				6,371.99
Gardeners Equipment.....												100.26
GRAND TOTAL.....	\$ 287,218.66	\$ 7,421,665.19	\$ 176,401.41	\$ 744,520.17	\$ 534,973.95*	\$ 374,254.05	\$ 19,423.61	\$ 1,377,394.90	\$ 628,632.50	\$ 1,031,000.00	\$ 30,265.96	\$ 12,025,770.40

*Includes entire amount of contributions to Retirement System.

Cost of Operating Schools During Fiscal Year July 1, 1936, to June 30, 1937 (Continued)

Note: Expenditures for Capital Outlay, Bond Interest and Bond Redemption are not included.

NAME OF SCHOOL	Average Daily Attendance	Administration	Instruction	Auxiliary Agencies and Coordinators	Operation of School Plant	Fixed Charges	Maintenance of School Plant	Fire Damage Repairs and Replacements	Total Cost of Operation	Cost of Kindergartens	Cost of Elementary Classes Only	Unit Average Daily Attendance	Cost per
DAY ELEMENTARY SCHOOLS (Continued)													
Bret Harte	235.06	\$ 1,091.21	\$ 24,560.52	\$988.84	\$ 4,164.64	\$ 2,025.95	\$ 2,806.24	\$ 35,707.40	\$ 3,078.10	\$ 32,118.30	\$38.64	
Bryant	377.78	1,736.82	39,990.32	976.50	4,460.70	3,226.53	1,077.00	52,008.22	3,795.15	48,213.07	127.62	
Burnett	1,281.88	3,774.20	91,605.00	610.65	4,408.30	2,376.02	1,077.19	1,596.27	3,080.98	38,515.29	142.40	
Cabrillo	278.62	1,803.54	26,837.51	788.68	4,090.52	2,453.80	878.04	63,042.07	4,050.06	32,293.01	115.87	
Cleveland	438.78	1,924.64	50,267.03	1,052.90	4,456.91	3,708.10	1,555.20	79,072.02	5,857.66	73,072.02	139.68	
Columbo	166.13	806.62	20,989.33	515.80	2,545.45	1,493.52	918.12	29,063.84	3,809.35	23,150.49	138.41	
Columbia Slott	646.62	3,011.33	60,043.34	1,591.24	7,331.41	5,594.95	7,382.39	85,557.66	5,854.64	79,072.02	123.68	
Commodore Stockton	878.09	4,082.16	65,349.10	2,128.56	7,028.51	7,491.73	2,660.49	88,726.68	5,148.32	83,578.26	95.08	
Daniel Webster	528.10	2,832.68	50,863.60	1,231.40	6,992.07	4,341.51	4,895.47	79,450.79	3,383.91	70,272.88	144.43	
Douglas	220.39	1,013.49	21,831.04	535.01	2,619.97	1,882.75	1,381.89	20,196.85	3,420.37	26,286.57	110.27	
Duffy Stone	847.14	3,758.53	80,245.64	1,987.47	7,147.91	5,024.08	2,379.65	102,425.03	4,711.77	87,092.88	113.28	
Edison	776.74	3,539.72	71,387.03	1,868.59	6,949.61	5,070.45	2,379.65	92,704.05	4,711.77	87,092.88	113.28	
Edward Robeson Taylor	590.80	2,703.65	62,153.17	1,428.24	6,906.81	5,024.08	2,379.65	92,704.05	4,711.77	87,092.88	113.28	
Emerson	403.41	2,103.82	49,280.71	1,430.03	4,717.95	3,020.11	2,874.09	64,338.61	3,071.15	62,091.69	133.98	
Excelsior	370.25	1,700.07	34,406.62	994.20	4,480.68	3,174.10	3,170.17	47,943.93	3,071.15	44,872.78	121.20	
Fairmont	652.93	2,888.76	61,047.16	1,624.95	7,121.19	5,370.62	7,655.55	89,517.23	3,644.40	85,870.74	131.52	
Farragut	402.47	1,852.15	45,700.47	977.74	4,749.22	3,440.57	6,338.45	63,067.60	2,923.71	60,136.89	130.99	
Franklin	406.90	1,873.40	40,121.09	988.04	5,187.08	3,481.54	1,338.21	58,991.16	3,783.76	55,207.40	134.09	
Francis Scott Key	383.78	1,813.14	47,003.46	1,177.20	4,872.47	3,667.69	1,472.57	60,706.83	3,320.96	56,385.87	144.21	
Frank McCoppia	459.55	2,161.37	48,154.84	1,135.65	4,481.79	3,992.00	4,333.86	64,249.41	3,062.51	60,286.90	131.17	
Fremont	383.11	1,887.23	31,072.38	800.08	4,394.85	3,132.33	2,148.05	43,523.52	2,981.83	40,548.69	111.37	
Garfield	405.30	1,833.75	42,208.59	968.01	4,800.81	3,410.04	5,626.16	58,754.15	3,330.83	55,417.32	136.73	
Geary	103.46	602.02	18,243.74	470.40	2,712.81	1,432.20	6,063.16	27,771.10	2,492.44	22,271.66	114.92	
Geary Peabody	271.63	1,253.38	20,843.25	751.59	4,685.83	2,327.67	1,432.20	37,294.82	3,141.82	34,149.10	123.77	
Glen Park	468.40	2,008.92	50,377.88	962.05	4,802.09	3,035.58	1,109.82	63,553.34	3,013.19	60,757.20	123.17	
Golden Gate	330.89	1,647.72	34,953.42	817.04	4,582.08	2,879.17	797.09	44,070.39	2,022.12	40,711.58	126.13	
Grant	557.14	2,485.87	55,791.37	1,312.97	6,570.01	4,620.82	1,844.47	72,036.81	4,011.44	67,111.58	130.07	
Grant	615.05	2,417.85	55,028.16	1,340.19	6,511.10	4,594.16	1,844.47	72,036.81	4,011.44	67,111.58	130.07	
Guadalupe	500.18	2,250.93	45,455.37	1,093.00	7,016.18	4,202.01	1,437.30	62,841.50	2,137.01	60,447.58	120.85	
Hancock	350.65	1,489.68	44,855.93	2,020.08	5,607.01	2,781.96	1,635.06	58,848.24	2,137.01	56,385.87	137.87	
Hawthorne	632.20	2,879.53	67,402.26	1,520.08	7,223.21	5,552.91	2,138.45	86,900.04	5,771.07	81,134.07	128.34	
Hillcrest	100.60	485.58	13,412.01	356.33	2,405.51	1,052.94	292.08	17,754.05	2,523.18	15,231.77	143.02	
Irving M. Scott	156.18	732.22	10,197.38	2,410.31	2,417.30	1,358.77	1,767.79	27,883.60	2,351.03	25,532.87	183.17	
John Parker	641.37	2,963.75	50,076.52	1,335.92	5,137.75	4,403.06	7,081.42	70,040.42	3,721.31	75,805.60	133.33	
Jefferson	998.79	3,988.40	72,045.05	1,035.05	7,073.54	7,468.94	3,594.27	92,216.31	3,721.31	89,495.00	128.07	
John Muir	704.60	3,480.02	44,851.67	1,838.07	7,395.07	4,603.91	1,910.03	85,944.40	6,105.00	79,839.40	104.43	
Junipero Serra	350.09	1,670.49	37,409.38	971.84	4,704.17	3,000.41	1,135.62	48,991.11	4,038.07	44,952.44	126.25	
Kate Kennedy	202.87	904.00	27,027.57	567.62	2,704.73	1,783.36	3,007.07	36,660.01	3,089.06	32,670.95	161.04	
Lafayette	657.51	2,077.96	60,271.01	1,572.06	6,002.43	5,520.83	2,740.90	70,991.82	6,532.34	73,450.48	115.23	
Legueta Honda	477.44	2,153.95	48,447.16	1,148.29	4,786.00	4,000.19	1,131.16	61,973.71	2,702.47	59,271.24	124.14	
Lawton	297.93	1,419.43	20,047.59	749.31	4,592.57	2,631.15	704.60	39,141.65	3,537.63	35,607.02	110.51	
Le Conte	575.01	2,654.00	50,121.80	1,400.38	6,018.42	4,030.91	3,073.75	78,166.85	5,551.04	72,615.81	126.26	
Lincoln	369.44	10,387.45	10,387.45	663.70	2,459.62	678.43	870.78	15,450.42	8,869.88	11,550.54	176.20	
Longfellow	538.90	2,398.24	54,637.78	1,266.01	7,069.44	4,464.48	8,645.80	78,481.75	2,833.42	75,648.33	140.38	
Madison	412.27	1,877.00	35,947.72	991.33	4,011.77	3,460.65	914.64	48,137.01	2,785.27	45,351.74	117.03	
Marshall	405.20	2,087.37	45,004.29	1,101.85	4,364.36	3,883.54	1,048.39	67,380.70	2,573.06	64,816.64	110.83	
McKinley	369.05	1,712.18	41,962.02	1,164.86	4,652.08	3,170.37	3,753.15	56,423.56	3,361.45	53,062.11	143.55	
Monroe	610.35	2,503.63	53,801.78	1,369.16	6,500.24	4,842.90	1,520.20	70,735.90	6,026.29	70,735.90	115.89	
Pacific Heights	505.98	2,244.33	54,400.72	1,244.38	4,485.74	4,178.55	3,007.42	71,651.44	3,361.45	68,290.00	137.64	
Parkside	821.05	3,725.30	72,072.02	1,066.55	6,937.65	6,026.29	3,239.94	94,858.35	6,602.97	88,255.38	136.71	
Patrick Henry	286.36	1,305.97	30,990.39	680.42	4,425.69	2,427.36	1,012.19	40,521.33	2,914.41	38,236.91	129.10	
Paul Revere	548.86	2,450.31	56,109.04	1,298.25	6,801.42	4,676.15	2,435.06	73,730.23	5,081.45	70,857.78	130.53	
Rapbael Well	697.74	3,182.35	65,311.40	1,701.13	7,010.55	5,701.57	6,151.05	89,280.35	5,016.75	83,973.05	132.30	
Redding	401.56	2,035.73	45,856.67	1,164.41	4,488.70	3,701.83	1,725.95	59,663.38	2,814.95	56,848.43	122.30	

Cost of Operating Schools During Fiscal Year July 1, 1936, to June 30, 1937 (Continued)

Note: Expenditures for Capital Outlay, Bond Interest and Bond Redemption are not included.

NAME OF SCHOOL	Average Daily Attendance	Administration	Instruction	Auxiliary Agencies and Coordinate Activities	Operation of School Plant	Fixed Charges	Maintenance of School Plant	Fire Damage Repairs and Replacements	Total Cost of Operation	Cost of Kindergartens	Cost of Elementary Classes Only	Cost per Unit Average Daily Attendance
DAY ELEMENTARY SCHOOLS (Continued)												
Sanchez.....	762.14	\$ 3,534.79	\$ 77,490.56	\$ 2,135.66	\$ 6,767.92	\$ 6,563.08	\$ 1,116.68	\$ 97,611.69	\$ 5,649.43	\$ 91,962.26	\$ 120.66
San Miguel.....	384.33	1,561.66	23,575.96	824.38	4,230.22	2,898.28	2,414.64	40,505.14	3,114.02	37,391.12	111.81
Strah B. Cooper.....	266.80	1,320.97	27,051.62	697.34	4,934.68	2,443.05	1,623.41	37,371.07	4,871.84	32,499.23	121.81
Sheridan.....	443.71	1,967.52	43,240.39	1,033.63	4,708.94	3,663.51	2,617.72	60,889.71	3,304.83	57,584.88	129.78
Sheridan.....	466.86	2,266.51	53,374.33	1,197.48	7,156.95	4,212.61	2,043.84	70,556.72	3,925.62	66,631.10	134.40
Spring Valley.....	412.12	1,867.36	44,469.32	985.76	4,837.19	3,472.95	1,555.73	57,187.58	3,735.06	53,452.52	129.70
Starr King.....	284.63	1,310.48	29,747.73	691.79	4,383.70	2,134.28	7,712.09	46,279.07	3,254.09	43,024.98	151.16
Stonyside.....	419.62	1,894.26	43,996.39	999.97	4,505.31	3,523.70	1,836.16	55,755.16	3,430.55	52,324.61	124.70
Stuyvesant.....	348.01	1,640.40	34,920.54	955.95	4,627.63	3,042.71	3,016.11	48,219.34	3,762.22	44,457.12	127.73
Twin Peaks.....	80.49	370.38	12,446.40	105.53	2,095.66	638.03	1,003.81	16,799.71	2,135.57	14,664.14	182.19
Union Valley.....	428.27	1,822.73	44,700.62	1,014.99	4,483.93	3,577.27	1,924.12	57,722.66	2,698.44	55,024.22	128.48
Washington Irving.....	444.77	1,682.01	44,813.26	1,045.29	4,321.44	3,830.31	1,558.07	56,410.38	2,423.63	53,986.75	121.38
West Portal.....	550.93	2,598.01	43,006.82	1,461.22	5,116.11	4,813.83	3,397.82	61,213.03	6,179.50	55,033.53	99.89†
Winfield Scott.....	579.73	2,738.33	56,055.51	1,498.04	4,720.55	5,074.84	2,172.82	73,159.69	9,343.52	63,816.17	111.42
Yerba Buena.....	322.61	1,488.57	38,637.87	786.49	4,821.62	2,729.86	1,407.82	49,852.23	3,511.78	46,340.45	143.64
TOTAL	33,247.01	\$ 151,887.61	\$3,356,425.90	\$ 87,000.35	\$ 385,216.58	\$ 282,224.54	\$ 189,636.76	\$ 414.22	\$4,452,826.96	\$ 276,109.05	\$4,176,717.01	\$ 125.63
AVERAGE	443.29	2,024.77	44,752.36	1,160.00	5,136.22	3,762.99	2,620.16	5.52	59,371.02	3,681.46	55,689.56	125.63†
SPECIAL SCHOOLS												
Alta Vista.....	127.60	\$ 542.23	\$ 30,630.67	\$ 597.06	\$ 4,555.87	\$ 1,012.46	\$ 5,003.85	\$ 42,347.14	\$ 351.87
Buena Vista.....	110.69	471.36	17,153.27	3,332.11	2,590.55	880.11	1,072.79	25,500.18	229.90
Children's Hospital.....	13.87	58.94	2,043.24	81.11	2.50	110.05	.06	2,245.90	161.93
Diagnostre.....	13.14	55.84	2,277.14	87.05	2.36	104.26	.06	2,326.71	192.29
Gough.....	32.72	139.04	13,357.07	1,481.89	2,082.78	259.63	1,010.28	18,326.69	560.23
Rome Teachers.....	55.37	5,891.23	7.74	341.35	.978	15,895.24	282.28
San Francisco Hospital.....	43.03	182.81	5,891.23	7.74	341.35	.978	15,895.24	149.75
Shriners Hospital.....	50.18	213.04	5,207.80	112.57	9.03	398.15	10.49	6,041.38	120.39
Sunshine.....	30.23	383.64	17,629.36	9,191.78	2,517.83	710.34	858.08	31,297.03	346.07
TOTAL	538.04	\$ 2,047.09	\$ 110,095.02	\$ 14,936.07	\$ 11,763.66	\$ 3,822.35	\$ 7,663.30	\$ 150,626.58	\$ 279.05
AVERAGE	59.78	227.45	12,232.78	1,658.90	1,307.63	424.71	884.82	16,736.29	279.95
Kindergarten Attendance.....	2,480.08
GRAND TOTAL INCLUDING KINDERGARTENS	67,646.40*	\$287,218.66	\$7,421,665.19	\$ 206,667.37	\$ 744,520.17	\$ 534,973.95**	\$374,254.05	\$ 19,423.61	\$ 9,538,723.00	\$ 141.75

*Based on actual attendance. 816 A.D.A. allowed in elementary schools and 613 A.D.A. allowed in high schools on State Report as emergency.

**Includes entire amount of contributions to Retirement System.

†Average daily attendance for the continuation school as computed under the State law allows one unit for each four hours attendance, approximately one unit for each four pupils actually attending.

‡Under the same rule average daily attendance in evening schools is computed by allowing one for each one and seven-ninths (1-7/9) pupils attending.

†Excluding Fire Damage Repairs and Replacements, unit costs would be as follows:

Girls.....	\$ 200.07
Lowell.....	137.51
Average of High Schools.....	163.75
Francisco.....	138.65
Average of Junior High Schools.....	139.67
West Portal.....	99.14
Average of Elementary Schools.....	125.62

Cash Balances in Various Funds as of June 30, 1937

	To the Credit of—				Total
	Teachers Examina- tion Deposit Trust Fund	Sunshine School Equip- ment Trust Fund	School House Bond 1934	P. W. A.	
Junior College.....					
Senior High Schools.....	\$362.00		\$ 35,768.91	\$ —1,761.30	\$ 59,361.69
Junior High Schools.....				290,655.15	173,526.31
Elementary Schools.....				57,069.76	76,148.83
Revolving Fund.....		\$336.15	93,275.27	33,446.76	223,248.30
				250.00
TOTAL.....	\$362.00	\$336.15	\$ 129,044.18	\$ —15,889.48	\$ 532,535.13
					\$1,325,176.14

SOME SCHOOL STATISTICS FROM JULY 1, 1925, TO JUNE 30, 1937

Year Ending	Teachers	Pupils Enrolled	Average Daily Attendance	Cost of Operation	Cost of Operation on Average Daily Attendance	Expenditure for Capital Outlays and Debt Service	Value of School Property	Assessment of City and County Property
1926	2,543	98,660	60,332	\$7,317,150.94	\$121.28	\$4,807,045.68	\$24,692,006.00	\$1,050,734,893.00
1927	2,543	98,660	60,332	7,489,121.54	120.48	5,618,205.57	29,582,947.49	982,717,085.00
1928	2,622	99,569	62,159	8,338,537.95	128.46	4,774,226.51	32,006,758.11	1,025,504,130.00
1929	2,700	102,173	64,914	8,546,112.27	130.02	2,834,138.91	33,879,675.19	1,055,807,910.00
1930	2,811	109,637	66,961	8,845,465.59	130.47	3,546,826.79	34,113,768.11	1,585,272,548.00
1931	2,837	108,197	66,099	9,430,110.41	136.03	3,887,133.28	36,448,140.15	1,708,371,651.00
1932	2,888	108,484	69,323	9,552,745.66	135.02	2,452,939.17	37,494,759.01	1,640,249,792.00
1933	2,926	109,238	70,751	9,358,164.15	131.09	1,477,307.03	37,548,031.09	1,433,326,620.00
1934	2,797	109,258	71,390	8,276,890.48	118.32	1,384,787.11	37,582,226.03	1,412,309,943.00
1935	2,775	107,362	69,952	9,180,913.03	133.40	2,302,034.68	38,151,721.30	1,362,107,704.00
1936	2,800	106,294	68,832	9,696,179.62	142.71	3,818,436.43	40,128,637.80	1,141,831,459.00
1937	2,918	102,088	67,920					
	2,963	101,237	67,646	9,588,723.00	141.75	3,037,047.40	41,426,690.13	977,075,939.00

Cost of Operating Kindergartens During Fiscal Year July 1, 1936, to June 30, 1937

Note: Expenditures for Capital Outlay, Bond Interest and Bond Redemption are not included.

Name of School	Average Daily Attendance	Administration	Instruction	Auxiliary Agencies and Coordinate Activities	Operation of School Plant	Fixed Charges	Maintenance of School Plant	Total Expenditures	Cost Per Unit Average Daily Attendance
Adams.....	16.68	\$ 70.91	\$ 1,937.08	\$ 37.43	\$ 283.98	\$ 123.51	\$ 131.73	\$ 2,584.64	\$ 154.95
Alamo.....	63.59	270.32	6,501.47	142.70	635.94	470.82	329.26	8,350.51	131.32
Alvarado.....	55.80	237.24	4,535.88	125.24	626.66	413.20	227.29	6,225.51	111.57
Andrew Jackson.....	36.84	156.59	3,001.94	82.66	432.28	272.73	190.90	4,137.10	112.30
Argonne.....	46.95	199.44	3,336.46	105.28	488.44	347.37	257.33	4,734.32	100.84
Bret Harte.....	21.73	92.32	2,781.45	48.73	352.33	242.48	169.10	3,678.10	169.26
Bryant.....	30.94	131.48	2,900.64	69.41	337.69	228.99	126.94	3,795.15	122.66
Burnett.....	31.18	132.55	2,018.45	69.97	455.82	230.85	173.34	3,080.98	98.81
Cabrillo.....	32.84	139.50	2,998.28	73.64	427.98	242.96	176.70	4,059.06	123.60
Cleveland.....	30.61	130.05	2,123.64	68.65	290.52	226.51	101.40	2,940.77	96.07
Columbus.....	23.69	100.67	3,047.96	53.14	317.67	175.33	114.58	3,809.35	160.80
Commodore Sloat.....	62.73	266.47	3,413.71	140.67	648.09	464.10	652.60	5,585.64	89.04
Commodore Stockton.....	69.89	297.17	3,459.97	156.87	518.00	517.58	198.73	5,148.32	73.66
Daniel Webster.....	20.84	88.64	2,645.35	46.79	265.71	154.39	186.03	3,386.91	162.52
Douglas.....	18.11	76.92	2,360.14	40.61	193.52	133.98	105.11	2,910.28	160.70
Dudley Stone.....	37.34	158.61	2,507.82	83.73	301.63	276.25	92.33	3,420.37	91.60
Edison.....	56.25	238.93	3,300.83	126.13	469.11	416.14	160.63	4,711.77	83.76
Edward Robeson Taylor.....	45.44	193.04	2,720.45	101.90	486.02	336.22	137.30	3,974.93	87.48
Emerson.....	32.85	139.60	1,287.51	73.70	312.33	243.15	190.33	2,246.62	68.39
Excelsior.....	31.94	135.70	2,019.29	71.63	355.76	236.35	252.42	3,071.15	96.15
Fairmount.....	26.87	114.11	2,689.72	60.24	281.29	198.74	302.39	3,646.49	135.71
Farragut.....	33.39	141.87	1,315.55	74.89	363.77	247.10	485.53	2,628.71	78.73
Francis Scott Key.....	30.96	131.51	2,895.71	69.42	364.14	229.05	93.93	3,783.76	122.21
Franklin.....	32.90	139.79	2,574.71	73.80	375.65	243.48	113.53	3,520.96	107.02
Frank McCoppin.....	46.70	198.35	2,501.19	104.71	413.21	345.46	399.59	3,962.51	84.85
Fremont.....	33.94	144.26	1,853.92	76.15	375.76	251.25	183.49	2,884.83	85.00
Garfield.....	26.23	111.49	2,344.01	58.86	292.43	194.18	335.86	3,336.83	127.21
Geary.....	18.95	80.51	1,846.71	42.50	241.98	140.23	50.51	2,402.44	126.78
George Peabody.....	23.40	99.39	2,335.44	52.46	371.58	173.10	113.66	3,145.63	134.43
Glen Park.....	25.44	108.09	2,139.00	57.06	247.31	188.27	72.45	2,812.18	110.54
Golden Gate.....	33.33	141.62	2,937.90	74.76	419.33	246.65	72.93	3,913.19	117.41
Grant.....	27.85	118.33	2,134.28	62.46	313.16	206.09	87.80	2,922.12	104.92
Grattan.....	36.55	155.43	2,973.65	82.05	298.65	270.71	233.95	4,014.44	109.83
Guadalupe.....	31.64	134.47	1,193.19	70.98	417.46	234.20	86.71	2,137.01	67.54
Haythorne.....	45.43	192.93	4,492.96	101.85	483.94	336.02	163.37	5,771.07	127.03
Hillcrest.....	7.77	33.02	2,231.71	17.43	163.58	57.51	19.93	2,523.18	324.73
Irving M. Scott.....	15.83	67.29	1,746.41	35.52	222.15	117.20	162.46	2,351.03	148.52

Cost of Operating Kindergartens During Fiscal Year July 1, 1936, to June 30, 1937—(Continued)

Note: Expenditures for Capital Outlay, Bond Interest and Bond Redemption are not included.

Name of School	Average Daily Attendance	Administration	Instruction	Auxiliary Agencies and Coordinate Activities	Operation of School Plant	Fixed Charges	Maintenance of School Plant	Total Expenditures	Cost Per Unit Average Daily Attendance
Jean Parker.....	42.43	\$ 180.45	\$ 1,740.12	\$ 95.26	\$ 319.06	\$ 314.28	\$ 495.65	\$ 3,144.82	\$ 74.12
Jefferson.....	30.36	128.90	2,856.09	68.04	294.26	224.50	149.52	3,721.31	122.57
John Muir.....	54.44	231.42	4,720.65	122.17	500.69	403.06	127.01	6,105.00	112.14
Junipero Serra.....	37.05	157.36	2,974.06	83.07	443.13	274.07	106.98	4,038.67	109.01
Kate Kennedy.....	24.14	102.54	2,982.84	54.13	287.52	178.60	383.43	3,989.06	165.25
Lafayette.....	63.29	268.91	4,782.31	141.96	623.29	468.36	247.51	6,532.34	103.21
Laguna Honda.....	29.44	125.14	1,932.02	66.06	278.13	217.96	83.16	2,702.47	91.80
Lawton.....	36.10	153.44	2,463.32	81.00	496.45	267.95	76.17	3,537.63	98.00
Le Conte.....	49.78	211.60	4,062.82	111.70	551.39	368.55	244.98	5,551.04	111.51
Lincoln.....	21.37	90.88	2,784.29	47.94	604.57	188.16	214.04	3,899.88	182.49
Longfellow.....	25.47	108.16	1,771.01	57.10	318.84	188.38	389.93	3,833.42	111.25
Madison.....	29.65	126.01	1,982.11	66.52	329.58	219.47	61.58	2,785.27	93.94
Marshall.....	25.99	110.42	1,931.02	58.29	230.86	192.31	50.16	2,573.06	99.00
McKinley.....	33.27	141.43	2,204.79	74.66	384.25	246.32	310.00	3,361.45	101.04
Pacific Heights.....	22.17	94.26	1,755.39	49.76	272.41	164.18	130.09	2,466.09	111.24
Parkside.....	55.61	236.18	5,143.19	124.68	439.85	411.36	147.71	6,502.97	116.94
Patrick Henry.....	20.97	89.07	1,952.31	47.02	301.85	155.13	69.03	2,614.41	124.67
Paul Revere.....	29.88	126.90	1,989.94	66.99	350.95	221.02	125.65	2,881.45	96.43
Raphael Weill.....	51.15	217.35	3,696.49	114.74	479.43	378.56	420.13	5,396.70	103.75
Redding.....	17.50	74.30	2,145.18	39.22	163.84	129.41	63.00	2,614.95	149.43
Sanchez.....	69.69	296.22	4,020.19	156.37	567.16	515.92	93.57	5,649.43	81.07
San Miguel.....	33.17	141.02	2,052.93	74.44	381.98	245.61	218.04	3,114.02	93.88
Sarah B. Cooper.....	44.06	187.18	3,429.74	98.81	699.25	326.01	130.85	4,871.84	110.57
Sheridan.....	19.30	82.05	2,787.60	43.31	196.36	142.90	52.61	3,304.83	171.23
Sherman.....	36.51	155.26	2,766.84	81.96	510.80	270.41	140.35	3,925.62	107.52
Spring Valley.....	27.32	116.15	2,957.66	61.31	300.87	202.30	96.77	3,735.06	136.72
Starr King.....	23.76	100.91	1,992.85	53.27	337.47	175.76	593.83	3,254.09	136.96
Sunnyside.....	26.15	111.19	2,694.75	58.70	264.46	193.67	107.78	3,430.55	131.19
Sutro.....	38.02	161.58	2,480.99	85.30	455.83	281.43	297.09	3,762.22	98.95
Twin Peaks.....	6.67	28.33	1,805.84	14.96	160.29	49.36	76.79	2,135.57	320.18
Visitacion Valley.....	24.20	102.87	2,019.25	54.31	239.90	179.17	102.94	2,698.44	111.51
Washington Irving.....	21.65	91.97	1,896.48	48.56	200.53	160.19	25.90	2,423.63	111.95
West Portal.....	60.45	256.94	4,497.35	135.65	505.98	447.53	336.05	6,179.50	102.22
Winfield Scott.....	71.67	304.49	7,581.41	160.75	524.93	530.36	241.58	9,343.52	130.37
Yerba Buena.....	22.98	97.65	2,778.20	51.56	320.64	170.10	93.63	3,511.78	152.82
TOTAL.....	2,489.08	\$10,577.14	\$200,816.41	\$5,583.59	\$27,181.67	\$18,422.11*	\$13,529.03	\$276,109.95	\$110.93
AVERAGE.....	34.57	146.91	2,789.12	77.55	377.52	255.86	187.90	3,834.86	110.93

*Includes contributions to Retirement System.

Special School Tax

Expenditures for Fiscal Year July 1, 1936, to June 30, 1937

(Does not include P. W. A. See separate table for P. W. A. expenditures)

Schools	Lands	Plans	Buildings	Equipment	Fire Damage Repairs and Replacements	Repairs to Schools	Total
San Francisco Junior College		\$ 1,007.61	\$ 2,856.48			\$ 2,427.61	\$ 3,864.09
Repairs to Junior College							\$ 2,427.61
TOTAL JUNIOR COLLEGE		\$ 1,007.61	\$ 2,856.48			\$ 2,427.61	\$ 6,291.70
Balboa High				\$ 68.96			\$ 68.96
Galileo High			\$ 14,389.00	115.29			14,504.29
George Washington High			2,919.08	84,244.14			87,163.22
Girls High					\$ 17,796.77		17,796.77
High School of Commerce				374.05			374.05
Lowell High		\$ 3,190.64			214.03		3,404.67
Mission High	\$ 60,780.42			189.32			60,969.74
Polytechnic High				25.24			25.24
San Francisco Continuation School		—599.34		44.41			—574.10
Samuel Gompers Trades School				47,576.62			47,576.62
Repairs to High Schools						\$ 93,574.82	93,574.82
TOTAL HIGH SCHOOLS	\$ 60,780.42	\$ 2,591.30	\$ 17,308.08	\$ 132,638.03	\$ 18,010.80	\$ 93,574.82	\$ 324,903.45
Aptos Junior High				\$ 268.74			\$ 268.74
Everett Junior High		\$ —1,260.00		76.48			76.48
Francisco Junior High				219.22	\$ 567.97		787.19
Horace Mann Junior High				100.66			100.66
Marina Junior High			\$ 1,447.70	26,097.82			27,545.52
Portola Junior High				67.34			67.34
Roosevelt Junior High				163.46			163.46
Repairs to Junior High Schools						\$ 37,743.55	\$ 37,743.55
TOTAL JUNIOR HIGH SCHOOLS		\$ —1,260.00	\$ 1,447.70	\$ 26,993.72	\$ 567.97	\$ 37,743.55	\$ 65,492.94
Fairmount				\$ 6.36			\$ 6.36
Garfield			\$ 6,821.25				6,821.25
Glen Park			318.55				318.55
Patrick Henry				31.16			31.16
Spring Valley				—95.00			—95.00
West Portal					\$ 414.22		414.22
Yerba Buena				—67.24			—67.24
Sunshine				1,669.72			1,669.72
Repairs to Elementary Schools						\$ 162,937.18	\$ 162,937.18
TOTAL ELEMENTARY SCHOOLS			\$ 7,139.80	\$ 1,545.00	\$ 414.22	\$ 162,937.18	\$ 172,036.20
Warehouse							\$ 261.68
Tehama Street Building		\$ 245.72	\$ 15.96				3,493.12
Gardeners' Equipment			3,493.12				
				\$ 100.26			100.26

List of School Sites and Buildings

As of June 30, 1937

Block	Name of School	Sq. Ft. in Area of School Site	Cost of Site	Date of Construc- tion	Cost of Construc- tion	Type of Construc- tion	Kind of Construction	Exterior Finish	Unit
3179	Junior College.....	1,245,816 **	\$49,000.00 **	\$4,107.94	Plans not completed.		
HIGH SCHOOLS									
2194, 2195	Abraham Lincoln.....	704,000	257,792.13	Plans not started.		
2326, 2327	Balboa.....	455,960	159,257.52	1928	356,274.50	B	Reinforced concrete.	Cement plaster; cast stone.	1st unit, academic and terra cotta trim.
6958, 6960				1930	375,238.82	B	Reinforced concrete.	Cement plaster; cast stone.	2nd unit, gymnasium, shop addition
				1931	689,598.63	B	Reinforced concrete.	Cement plaster; cast stone.	3rd unit, academic bldg. and athletic field
						A	Auditorium—steel frame.		
454 and 475	Galileo.....	211,200	233,478.55	1924	652,774.27	B	Reinforced concrete.	Cement plaster; cast cement trim.	1st unit
				1927	178,269.51	B	Reinforced concrete.	Cement plaster.	Athletic field and gymnasium bldg
				1927	521,448.75	B	Reinforced concrete.	Cement plaster; cast cement	3rd unit
1513, 1514	George Washington....	692,000	498,105.41	1936	836,797.68	B	Reinforced concrete.	Finished concrete; cast ce-ment and terra cotta trim	1st unit, academic bldg
1573, 1574				1937	170,293.63	B	Reinforced concrete.	Finished concrete; cast ce-ment and terra cotta trim	2nd unit, shop building
705	Girls.....	93,844	*	1913	411,610.01	C	Steel frame, wood joist.	Brick.	Original building
						C	Auditorium—Steel frame, wood joist.		
				1932	272,430.86	C	Gymnasium—steel frame.	Brick.	Alterations to original building
				1910	261,635.28	A	Steel frame.	Pressed brick; terra cotta trim.	Original building
810 and 815	High of Commerce.....	211,613	963,457.50	1910	53,595.43	Wooden bleachers, concrete wall.	Cement plaster.	Athletic field, etc.
				1926					
				1927	41,898.33	Interior alterations.		Cafeteria
				1927	1,047,673.41	B	Reinforced concrete.	Cement plaster; terra cotta trim.	
						A	Auditorium—steel frame.		Addition

List of School Sites and Buildings—(Continued)

HIGH SCHOOLS—Continued		Sq. Ft. in Area of School Site	Name of School	Cost of Site	Date of Construc- tion	Cost of Construc- tion	Type of Construc- tion	Kind of Construction	Exterior Finish		Unit
Block									Brick		
1196	Lowell	104,844		\$117,851.81	1912	\$ 346,703.59	C	Steel frame, wood joist.	Brick		Original building
							C	Assembly hall—steel frame, wood joist.			
					193-		B	Reinforced concrete.	Brick; terra cotta trim.		Gymnasium under construction
3579	Mission	189,728		239,621.72	1924	389,338.02	B	Reinforced concrete.	Cement plaster; cast cement trim.		Shop building
					1927	1,082,311.09	B	Reinforced concrete.	Cement plaster; cast cement trim.		Main building
1265	Polytechnic	139,484		78,222.50	1912	243,814.11	A	Auditorium—steel frame.	Cement plaster.		Shop building
					1916	491,874.43	B	Steel frame, reinforced concrete floors.			
							B	Auditorium—steel frame.	Pressed brick; terra cotta trim.		Main building
					1929	181,389.88	A	Steel frame, concrete floors	Cement plaster and brick; terra cotta trim.		Addition—gym- nasium, etc.
					1937	128,529.94	A	Steel frame, concrete floors	Cement plaster and brick; terra cotta trim.		Girls' gymnasium
3554	Continuation School.	36,400		1,350.00	1909	173,503.16	A	Steel frame.	Pressed brick; terra cotta trim.		
3636	Samuel Compers Trades School.	32,800					A	Auditorium—steel frame.			
				29,181.08	1937	188,471.12	B	Reinforced concrete.	Architectural concrete; brick trim.		
JUNIOR HIGH SCHOOLS											
3265, 3266	Aptos	119,890		77,329.00	1931	700,339.66	B	Reinforced concrete.	Cement plaster; cast stone trim.		Original building
					1937	78,238.65	B	Auditorium—steel frame. Reinforced concrete.	Cement plaster; cast stone trim.		11 additional classrooms
5714	Bernal	116,597		240,805.98		7,200.00	...	Plans made; work held in abey- ance owing to lack of funds.			
3565	Everett	183,279		452,383.66	1928	1,003,182.47	B	Reinforced concrete.	Cement plaster; cast cement and faience tile trim.		
40 and 53	Francisco	76,670		111,838.00	1925	33,161.66	E	Auditorium—steel frame. Wood frame.	Corrugated galvanized iron and rustic.		Addition and shop
					1926	249,007.91	B	Reinforced concrete.	Cement plaster.		Main building
							A	Auditorium—steel frame.			
					1926	23,162.18	E	Wood frame.	Rustic.		Addition
					1931	206,434.43	B	Steel frame, wood partitions.	Cement plaster.		Addition—gym- nasium, etc.

List of School Sites and Buildings—(Continued)

Block	JUNIOR HIGH SCHOOLS—Continued	Name of School	Sq. Ft. in Area of School Site	Cost of Site	Date of Construc- tion	Cost of Construc- tion	Type of Construc- tion	Kind of Construction	Exterior Finish	Unit
3643		Horace Mann.....	107,491	\$230,060.29	1924	\$441,904.66	B	Reinforced concrete.....	Cement plaster; terra cotta trim.	
6547		James Lick.....	127,680	272,718.44	1932	632,288.28	B	Auditorium—reinforced concrete, steel trusses.		
							B	Reinforced concrete.....	Cement plaster; cast stone trim.	
768		John Swett.....	51,675	105,495.59	1912	105,354.22	A	Auditorium—steel frame.		
							C	Steel frame, wood joist.....	Brick.	Original building
							C	Masonry walls, wood rafters.	Brick.	Shop addition
436A		Marina.....	296,227	234,352.00	1936	643,951.11	B	Reinforced concrete.....	Finished concrete; cast cement and terra cotta trim.	1st unit, academic building and gymnasium
							A	Gymnasium—steel frame.		
							B	Reinforced concrete.....	Finished concrete; cast cement and terra cotta trim.	Shop building
5983, 5984		Portola.....	192,000	116,519.04	1910	97,042.23	C	Reinforced concrete, wood joist	Cement plaster.....	Original building
							B	Reinforced concrete.....	Cement plaster; cast cement trim.	
1461		Presidio.....	144,000	2,403.00	1930	798,907.22	B	Reinforced concrete.....	Cement plaster; cast stone trim.	
							A	Auditorium—steel frame.		
1061		Roosevelt.....	65,780	60,508.14	1930	588,949.27	B	Reinforced concrete.....	Brick veneer.	
							A	Auditorium—steel frame.		
ELEMENTARY SCHOOLS										
739		Adams.....	16,500	*	1911	94,739.36	C	Steel frame, wood joist.....	Brick	
1411		Alamo.....	60,000	79,078.07	1926	399,766.47	B	Reinforced concrete.....	Brick; terra cotta trim.	
							A	Auditorium—steel frame.		
2773		Alvarado.....	79,247	94,796.60	1926	323,942.91	B	Reinforced concrete.....	Cement plaster; cast stone and terra cotta trim.	
1194		Andrew Jackson.....	55,000	100,859.86	1924	159,993.87	B	Reinforced concrete.....	Cement plaster.	
1627		Argonne.....	68,520	38,951.50	1920	124,621.66	E	Wood frame.....	Brick veneer.	
5356		Bay View.....	70,000	10,280.00	1908	126,301.69	C	Steel frame, wood joists.....	Cement plaster.	
5707		Bernal.....	43,094	14,602.50	1922	41,447.63	E	Wood frame.....	Rustic; fire resistant shingles.	
4994		Bret Harte.....	60,602	10,090.00	1911	22,435.41	E	Wood frame.....	Rustic; fire resistant shingles.	Original building
							E	Wood frame.....	Rustic.	Addition
4151		Bryant.....	30,000	*	1926	43,430.72	E	Concrete foundation, wood frame.....		
							E	Wood frame.....	Cement plaster.	
4023		Buena Vista.....	20,000	*	1880	30,067.51	E	Wood frame.....	Rustic.	
5310		Burnett.....	40,000	13,415.00	1910	54,372.92	E	Concrete foundation, wood frame.....		
							E	Wood frame.....	Cement plaster.	
1620		Cabrillo.....	36,000	*	1925	80,427.94	E	Wood frame.....	Shiplap and cement plaster.	

List of School Sites and Buildings—(Continued)

Block	Name of School	Sq. Ft. in Area of School Site	Cost of Site	Date of Construc- tion	Cost of Construc- tion	Type of Construc- tion	Kind of Construction	Exterior Finish	Unit
6075	Cleveland.....	60,000	\$ 13,375.00	1911	\$ 64,782.24	E	Concrete foundation, wood frame.	Cement plaster.	Original building
1858	Columbus.....	75,160	33,970.50	1914 1923	74,442.75 63,385.85	C C	Steel frame, wood joist. Concrete frame, wood joist	Brick Brick	Original building Addition, auditorium and classrooms
256	Commodore Sloat.....	194,166	73,873.80	1922	172,254.07	E	Wood frame, concrete stairs.	Cement plaster.	Original building
192 and 211	Commodore Stockton	34,031	42,966.45	1927 1915	126,648.16 107,081.15	E C	Wood frame, concrete stairs. Steel frame, concrete foundation.	Cement plaster. Brick	Original building Addition
4066	Daniel Webster.....	55,000	61,064.50	1917 1928 1936	146,305.20 11,136.20 46,133.15	C E B	Reinforced concrete. Steel frame, wood joist. Wood frame. Reinforced concrete.	Cement plaster; cast stone trim. Brick Brick veneer Cement plaster; cast concrete and run cement plaster mouldings and trim.	Original building Annex Original building Shop building
2097	Douglas.....	28,005	26,647.00	1895 1936	31,277.32 4,407.29	E	Wood frame.	Rustic.	Auditorium
1243	Dudley Stone.....	53,906	94,974.13	1926	394,118.20	B	Reinforced concrete.	Cement plaster; terra cotta trim.	Alterations and new heating system
3630	Edison.....	80,275	254,950.90	1927	356,291.12	B	Reinforced concrete.	Cement plaster; cast stone trim.	
5985	Edward Robeson Taylor.....	96,000	15,230.80	1924	180,682.52	E	Wood frame.	Cement plaster.	Original building
1027	Emerson.....	37,813	17,638.29	1929	115,813.60	B	Reinforced concrete.	Cement plaster.	Addition
6012	Excelsior.....	60,000	27,682.32	1923 1911	186,011.80 32,772.79	B C	Reinforced concrete. Steel frame, wood joist.	Cement plaster. Brick	Original building
6657	Farmount.....	120,870	102,729.01	1920	45,174.46	C	Steel frame, wood joist.	Brick	Addition
6985	Farragut.....	61,875	12,642.50	1918 1911	158,424.18 103,276.16	E E	Wood frame. Concrete foundation, wood frame.	Brick veneer. Cement plaster.	
1797	Francis Scott Key (Old).....	60,000	11,646.49	1908 1927	55,075.04 110,029.66	E E	Wood frame. Wood frame.	Shingles Cement plaster and half timber.	Original building Addition
1888	Francis Scott Key (New).....	90,000	13,643.70	1936	196,119.44	B	Reinforced concrete.	Cement plaster; terra cotta and cement plaster ornamentation.	

List of School Sites and Buildings—(Continued)

ELEMENTARY SCHOOLS—Continued											
	Block	Name of School	Sq. Ft. in Area of School Site	Cost of Site	Date of Construc- tion	Cost of Construc- tion	Type of Construc- tion	Kind of Construction	Exterior Finish	Unit	
3758		Franklin	37,625	\$5,200.00	1911	\$ 76,214.83	E	Wood frame	Cement plaster.		
1638		Frank McCoppin	42,000	9,801.43	1910	106,294.69	E	Concrete foundation, wood frame	Cement plaster and brick.		
1157		Fremont	28,594	9,933.50	1892	35,873.00	E	Wood frame	Rustic.		
87		Garfield	40,047	14,489.45	1910	111,784.03	E	Concrete foundation, wood frame	Cement plaster.	Retaining wall and fencing	
					1936	6,821.25	...				
1067		Geary	51,862	83,301.10	1930	130,174.62	B	Reinforced concrete	Cement plaster.		
1427		George Peabody	36,000	*	1911	80,693.02	E	Wood frame	Cement plaster and brick.	Original building	
					1924	5,640.88	...	Alterations		3 classrooms provided	
6757		Glen Park	80,000	5,616.00	1936	223,081.52	B	Reinforced concrete	Cement plaster; terra cotta, tile and cast concrete ornamentation	New building	
					1937	35,609.75	B	Reinforced concrete	Cement plaster; terra cotta trim	Auditorium.	
753		Golden Gate	28,359	25,767.75	1908	70,121.77	C	Steel frame, wood joist	Brick	Original building	
					1928	10,420.06	...	Alterations		New heating system	
617		Gough	17,557	*	1923	57,005.75	E	Wood frame, concrete stairs	Cement plaster.		
963		Grant	34,689	44,720.00	1921	287,598.73	B	Reinforced concrete frame, tile curtain walls	Cement plaster.		
1281		Grattan	50,894	28,575.00	1911	69,786.17	E	Wood frame	Shiplap.		
6440		Guadalupe	88,081	27,932.66	1922	82,869.32	E	Wood frame, concrete stairs	Cement plaster.	Original building	
					1927	123,214.31	E	Wood frame, concrete stairs	Cement plaster.	Addition	
92		Hancock	29,475	32,847.50	1911	166,321.20	B	Steel frame, reinforced concrete floors	Pressed brick; terra cotta trim		
					1923	36,163.89	B	Reinforced concrete	Cement plaster	Original building	
3638		Hawthorne	69,515	109,228.40	1926	278,710.86	B	Reinforced concrete	Cement plaster; terra cotta trim.	Addition	
							B	Auditorium—reinforced concrete.			
5911		Hillcrest	93,490	8,900.00	1919	15,448.33	E	Wood frame	Clapboards; fire resistant shingles.		
4107, 4124		Irving M. Scott	30,000	*	1895	35,360.00	E	Wood frame	Rustic.		
148		Jean Parker	26,898	27,015.00	1911	174,491.57	B	Steel frame, reinforced concrete floor slabs	Brick.		
							E	Wood frame	Brick veneer	Original building	
1773		Jefferson	82,500	26,924.80	1921	283,136.63	E	Wood frame	Brick veneer	Addition	
					1929	93,040.79	A	Auditorium—steel frame, brick.			

List of School Sites and Buildings—(Continued)

Block	Elementary Schools—Continued	Name of School	Sq. Ft. in Area of School Site	Cost of Site	Date of Construc- tion	Cost of Construc- tion	Type of Construc- tion	Kind of Construction	Exterior Finish	Unit
841		John Muir.....	46,875	\$138,071.81	1928	\$322,907.70	B	Reinforced concrete	Cement plaster; cast stone	
							B	Auditorium—reinforced concrete.	and terra cotta trim.	
5718		Junipero Serra.....	34,643	23,905.00	1911	92,922.59	E	Concrete foundation, wood frame.....	Cement plaster.	
6640		Kate Kennedy.....	41,040	31,949.95	1911	102,370.57	E	Concrete foundation, wood frame.....	Cement plaster.	
1579		Lafayette.....	74,400	44,768.80	1927	386,215.87	B	Reinforced concrete	Cement plaster; terra cotta trim.	
							B	Auditorium—reinforced concrete.		
1761		Laguna Honda.....	48,000	15,448.00	1909	113,041.17	C	Steel frame, wood joists.	Brick.	
1876		Lawton.....	90,000	36,675.00	1936	193,080.91	B	Reinforced concrete	Cement plaster; glazed tile and glass building block trim.	
5503		Le Conte.....	64,153	38,148.98	1926	310,902.04	B	Reinforced concrete	Cement plaster.	
3752		Lincoln.....	37,325	43,671.28	1911	75,537.96	E	Concrete foundation, wood frame.....	Cement plaster.	
6474		Longfellow.....	89,247	36,816.00	1911	78,675.38	E	Concrete foundation, wood frame.....	Cement plaster.	
1014		Madison.....	36,710	43,730.50	1910	87,945.72	E	Reinforced concrete basement, wood frame	Cement plaster	Original building
					1927	104,147.36	B	Reinforced concrete	Cement plaster	Addition
							B	Auditorium—reinforced concrete.		
3553		Marshall.....	33,900	33,580.82	1914	83,837.14	E	Wood frame, concrete stairs.....	Cement plaster.	
4068		Matt I. Sullivan.....	32,500	838.06	4,860.00	...	Plans made; work held in abeyance owing to lack of funds.		
2612		McKinley.....	73,600	35,309.23	1910	112,343.18	E	Concrete foundation, wood frame	Cement plaster	Original building
					1922	59,322.46	E	Wood frame	Cement plaster	Additions and alterations
2955B		Miraloma Park.....	75,221	145.00	Plans not started.		
6010		Monroe.....	120,000	63,422.11	1919	186,590.06	E	Wood frame	Brick.	
588		Pacific Heights.....	38,361	118,969.19	1924	288,466.58	B	Reinforced concrete	Cement plaster.	
2425		Parkside	90,000	24,010.00	1922	146,570.89	E	Wood frame	Cement plaster, half timber.	Original building
					1926	67,221.20	E	Wood frame, concrete stairs	Cement plaster, half timber.	Annex
							E	Auditorium—wood frame.		
4029		Patrick Henry.....	38,000	24,160.33	1913	66,435.70	E	Wood frame	Shiplap	Original building
					1936	105,236.07	B	Reinforced concrete	Finished concrete; concrete ornamentation	Addition

List of School Sites and Buildings—(Continued)

ELEMENTARY SCHOOLS—Continued			Sq. Ft. in Area of School Site	Name of School	Cost of Site	Date of Construc- tion	Cost of Construc- tion	Type of Construc- tion	Kind of Construction	Exterior Finish	Unit
Block											
5702, 5728	Paul Revere	\$ 48,069.00	66,500			1917	\$ 29,924.00	E	Wood frame	Shiplap	Original building
						1928	195,627.75	B	Reinforced concrete	Cement plaster	Addition
724	Raphael Weill	214,109.19	49,500			1927	359,363.24	B	Reinforced concrete	Cement plaster; terra cotta trim.	
668	Redding	6,169.00	24,000			1917	144,523.74	A	Auditorium—steel frame.	Brick.	
								C	Steel frame, wood joist.		
3565	Sanchez	174,651.59	72,921			1927	306,592.94	B	Auditorium—steel, wood.		
								B	Reinforced concrete	Cement plaster; east cement trim.	
6962	San Miguel	39,284.75	82,196			1929	119,504.97	E	Concrete foundation, wood frame	Cement plaster; east stone trim.	
72	Sarah B. Cooper	41,995.00	30,613			1915	103,113.67	B	Reinforced concrete	Cement plaster	Original building
						1924	9,181.95	...	Alterations		2 classrooms and auditorium provided in basement
7105	Sheridan	19,360.87	70,000			1910	107,699.60	E	Concrete foundation, wood frame	Cement plaster.	
545	Sherman	79,198.93	75,625			1928	348,714.03	B	Reinforced concrete	Cement plaster; terra cotta and east stone trim.	
186	Spring Valley	47,418.22	41,250			1912	119,722.67	B	Steel frame, reinforced concrete floor slabs	Brick	Original building
						1923	87,521.30	B	Reinforced concrete	Brick	Addition
						1926	9,862.25	...	Alterations		3 classrooms added
4278	Starr King	31,283.73	40,000			1913	65,811.76	E	Wood frame, concrete stairs	Shakes	Original building
						1935	12,052.41	...	Wood frame, concrete stairs	Shakes	Fire escapes and yard work
3121	Sunnyside	24,828.31	64,688			1936	4,771.82	E	Wood frame, concrete stairs	Shakes	Library
						1927	224,170.23	B	Reinforced concrete	Cement plaster; east stone trim	New building
								B	Auditorium—reinforced concrete.		
3579	Sunshine (Old)	35,859.88	16,856			1930	13,474.56	E	Wood frame	Cement plaster	(1) Addition to bungalows
4273	Sunshine (New)	21,719.68	39,000			1937	262,932.84	B	Reinforced concrete	Cement plaster; ornamental iron and tile trim	New building
1421	Sutro	7,189.97	42,000			1910	108,346.49	E	Concrete foundation, wood frame	Cement plaster and brick.	
								...	Plans not started.		
2387	39th and Ulloa	37,835.93	78,000				26,964.68	E	Wood frame	Rustic, boards and battens.	
2718	Twin Peaks	6,620.00	47,134			1919					
823	Ungraded (Denman Building)	95,261.79	60,672			1910	191,009.84	B	Steel frame, reinforced concrete floor slabs	Brick.	

List of School Sites and Buildings—(Continued)

ELEMENTARY SCHOOLS—Continued			Sq. Ft. in Area of School Site	Cost of Site	Date of Construc- tion	Type of Construc- tion	Kind of Construction	Exterior Finish	Unit
Block	Name of School								
6254	Visitacion Valley	56,003	\$ 7,534.60	1911	E	Wood frame	Shiplap	Original building	
				1934				Moving building	
				1936	B	Reinforced concrete	Cement plaster; terra cotta tile and cast stone ornamentation	New building	
				1937	B	Auditorium—reinforced concrete	Cement plaster; terra cotta trim	Under construction	
143	Washington Irving	27,557	85,119.50	1914	C	Steel frame, wood joist	Brick	Original building	
				1924				Yard work	
2979	West Portal	118,313	78,953.50	1927	B	Reinforced concrete	Cement plaster; cast stone	Original building	
				1932	B	Reinforced concrete	Cement plaster; cast stone and faience tile trim	Addition	
920	Winfield Scott	75,625	77,568.06	1930	B	Reinforced concrete	Cement plaster	Original building	
509	Yerba Buena	55,500	48,365.50	1911	E	Wood frame	Cement plaster	Annex	
				1923	E	Wood frame, concrete stairs	Cement plaster	Lathing and plastering original building to match annex	
				1924		Alterations			

* This property reserved for school purposes from Outside Lands, donations, etc.

** This property obtained from other City Departments by exchange of unused School sites.

(1) Bungalows provided out of repair fund.

(2) Building now being used as a Police Station.

(3) Building erected by and being used for offices of Golden Gate International Exposition.

(4) Buildings being used as offices by W. P. A. projects.

(5) Building being used by 2nd District Congress of the Parent-Teachers Association.

(6) Property rented for funeral

Schedule of DIRECTORS, SUPERVISORS, PRINCIPALS, VICE PRINCIPALS AND TEACHERS, WITH SALARIES PAID

(Based on December, 1936, Time Roll)

SAN FRANCISCO JUNIOR COLLEGE

	Salary Per Year
1 President.....	\$7,000.00
1 Vice President and Dean of Women.....	5,000.00
1 Registrar and Director of Personnel.....	4,500.00
1 Assistant Dean of Men.....	3,600.00
1 Assistant Registrar.....	3,000.00
1 Assistant to President.....	3,000.00
1 Teacher.....	3,500.00
3 Teachers.....	3,400.00
1 Teacher.....	3,300.00
22 Teachers.....	3,100.00
2 Teachers.....	3,000.00
22 Teachers.....	2,600.00
5 Teachers.....	2,500.00
3 Teachers (not full time).....	2,500.00
11 Teachers (not full time).....	2,083.33
2 Teachers.....	1,800.00
5 Teachers (not full time).....	1,666.67
1 Teacher (not full time).....	1,500.00
2 Teachers (not full time).....	1,200.00
1 Teacher (not full time).....	972.22
2 Teachers (not full time).....	900.00
1 Teacher (not full time).....	800.00
1 Teacher (not full time).....	416.67
1 Teacher (not full time).....	277.78

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DAY HIGH SCHOOLS

	Salary Per Year
6 Principals.....	\$5,100.00
2 Principals.....	4,800.00
8 Vice Principals.....	3,900.00
6 Vice Principals.....	3,504.00
1 Vice Principal.....	3,408.00
41 Teachers.....	3,384.00
2 Teachers.....	3,288.00
361 Teachers.....	3,204.00
18 Teachers.....	3,108.00
1 Teacher.....	3,084.00
2 Teachers.....	2,988.00
13 Teachers.....	2,904.00
2 Teachers (junior high rate).....	2,892.00
16 Teachers.....	2,808.00
23 Teachers.....	2,700.00
25 Teachers.....	2,604.00
1 Teacher (junior high rate).....	2,448.00
15 Teachers.....	2,400.00
15 Teachers.....	2,304.00
11 Teachers.....	2,208.00
1 Teacher (not full time).....	2,136.00
1 Teacher (junior high rate).....	2,100.00
101 Teachers.....	2,004.00
1 Teacher (junior high rate).....	1,932.00
1 Teacher (not full time).....	1,002.00
4 Teachers (not full time).....	600.00

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SAN FRANCISCO CONTINUATION SCHOOL

	Salary Per Year
1 Principal.....	\$4,500.00
1 Vice Principal.....	2,748.00
19 Teachers.....	2,892.00
1 Teacher.....	2,808.00
1 Teacher.....	2,712.00
5 Teachers.....	2,544.00
4 Teachers.....	2,364.00
1 Teacher.....	2,100.00
1 Teacher.....	2,016.00
11 Teachers.....	1,800.00

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EVENING HIGH SCHOOLS

	Salary Per Year
2 Principals.....	\$2,050.68
3 Principals.....	1,426.93
1 Teacher.....	1,634.14
1 Teacher.....	1,335.08
27 Teachers.....	1,206.01
1 Teacher.....	1,112.57
8 Teachers.....	1,005.77
47 Teachers.....	964.81
8 Teachers.....	890.05
47 Teachers.....	804.62
8 Teachers.....	723.61
8 Teachers.....	603.46
27 Teachers.....	489.50
22 Teachers.....	408.22
2 Teachers.....	241.50
1 Teachers.....	229.06
7 Teachers.....	207.07

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JUNIOR HIGH SCHOOLS

	Salary Per Year
8 Principals.....	\$4,500.00
2 Principals.....	4,250.00
8 Vice Principals.....	3,456.00
2 Vice Principals.....	3,192.00
1 Vice Principal.....	3,012.00
2 Vice Principals.....	2,748.00
1 Vice Principal.....	2,232.00
3 Vice Principals.....	2,100.00
138 Teachers.....	2,892.00
41 Teachers.....	2,808.00
10 Teachers.....	2,712.00
10 Teachers.....	2,544.00
10 Teachers.....	2,448.00
11 Teachers.....	2,364.00
8 Teachers.....	2,280.00
12 Teachers.....	2,100.00
22 Teachers.....	2,016.00
25 Teachers.....	1,932.00
132 Teachers.....	1,800.00
1 Teacher (not full time).....	964.00

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Schedule of DIRECTORS, SUPERVISORS, PRINCIPALS, VICE PRINCIPALS AND TEACHERS, WITH SALARIES PAID—(Continued)

(Based on December, 1936, Time Roll)

DAY ELEMENTARY SCHOOLS

DAY ELEMENTARY SCHOOLS		Salary Per Year	
	Salary Per Year		
22 Principals.....	\$4,020.00	1 Teacher.....	\$2,136.00
27 Principals.....	3,720.00	1 Teacher.....	2,100.00
20 Principals.....	3,420.00	1 Teacher.....	2,004.00
1 Vice Principal.....	3,136.00	6 Teachers.....	1,800.00
1 Vice Principal.....	3,076.00	5 Teachers.....	1,500.00
14 Vice Principals.....	3,036.00	1 Teacher (not full time).....	1,224.00
16 Vice Principals.....	2,976.00	1 Teacher (not full time).....	900.00
7 Vice Principals.....	2,880.00	1 Teacher (not full time).....	800.00
7 Vice Principals.....	2,820.00	1 Teacher (not full time).....	480.00
1 Vice Principal.....	2,676.00	1 Teacher (not full time).....	208.00
1 Vice Principal.....	2,220.00	2 Teachers (not full time).....	128.00
1 Vice Principal.....	2,136.00	1 Teacher (not full time).....	32.00
3 Teachers.....	2,700.00	1 Teacher (not full time).....	24.00
6 Teachers.....	2,680.00	34 Teachers (per hour).....	1.50
3 Teachers.....	2,608.00		
664 Teachers.....	2,580.00		
92 Teachers.....	2,508.00		
48 Teachers.....	2,436.00		
13 Teachers.....	2,364.00		
1 Teacher.....	2,308.00		
18 Teachers.....	2,208.00		
3 Teachers.....	2,164.00		
6 Teachers.....	2,136.00		
37 Teachers.....	2,064.00		
54 Teachers.....	1,980.00		
64 Teachers.....	1,836.00		
56 Teachers.....	1,744.00		
58 Teachers.....	1,680.00		
2 Teachers.....	1,600.00		
79 Teachers.....	1,500.00		

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ADMINISTRATIVE OFFICES		Salary Per Year
Bureau of Attendance and Guidance		
1 Supervisor.....		\$4,250.00
Bureau of Service		
1 Director.....		\$4,800.00
1 Teacher.....		3,504.00
1 Teacher.....		3,408.00
1 Teacher.....		2,580.00

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1325

SPECIAL SCHOOLS

	Salary Per Year
3 Principals.....	\$3,420.00
1 Vice Principal.....	2,976.00
16 Teachers.....	2,580.00
3 Teachers.....	2,508.00
1 Teacher.....	2,364.00
4 Teachers.....	2,208.00
2 Teachers.....	1,980.00
1 Teacher.....	1,836.00
1 Teacher.....	1,680.00
4 Teachers.....	1,500.00

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SPECIAL SUBJECTS

	Salary Per Year
1 Director.....	\$4,800.00
4 Directors.....	4,500.00
2 Assistants to Director.....	3,300.00
2 Supervisors.....	3,900.00
5 Supervisors.....	3,300.00
1 Supervisor (not full time).....	1,950.00
1 Teacher.....	3,204.00
3 Teachers.....	2,988.00
4 Teachers.....	2,892.00
1 Teacher.....	2,808.00
23 Teachers.....	2,580.00
1 Teacher.....	2,544.00
1 Teacher.....	2,448.00
2 Teachers.....	2,364.00

ADMINISTRATIVE OFFICES

Bureau of Attendance and Guidance

	Salary Per Year
1 Supervisor.....	\$4,250.00

Bureau of Service

1 Director.....	\$4,800.00
1 Teacher.....	3,504.00
1 Teacher.....	3,408.00
1 Teacher.....	2,580.00

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Bureau of Texts and Libraries

1 Supervisor.....	\$4,250.00
1 Teacher Librarian.....	3,408.00
1 Teacher Librarian.....	2,604.00
1 Teacher Librarian.....	2,304.00

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Superintendent's Office

1 Assistant to Superintendent.....	\$3,000.00
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Superintendent's Office—Personnel

1 Deputy Superintendent.....	\$5,400.00
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Superintendent's Office—Publications

1 Director.....	\$4,800.00
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RECAPITULATION

San Francisco Junior College.....	92
Day High Schools.....	678
San Francisco Continuation School.....	45
Evening High Schools.....	220
Junior High Schools.....	447
Day Elementary Schools.....	1,325
Special Schools.....	36
Special Subjects.....	108
Administrative Offices—	
Bureau of Attendance and Guidance.....	1
Bureau of Service.....	4
Bureau of Texts and Libraries.....	4
Superintendent's Office.....	1
Superintendent's Office—Personnel.....	1
Superintendent's Office—	
Publications.....	1
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	2,963

